

**How Australian social enterprises use strategic marketing and social
marketing to drive accountability and change for sustainable
development**

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Abstract

Globalisation, population growth and climate change are ushering in rising societal concerns. In response, new approaches need to continue being fostered in research, production and marketing to address sustainability. Initiatives by a cross-section of businesses, government and community working in partnerships seem to offer the best chance to catalyse societal transformation.

Against this backdrop, social enterprises are an incubator for implementing activities within society to produce commercial and social value. They have social, economic and often environmental imperatives embedded in their core objectives. These organisations are historically characterised by entrepreneurship, innovation and the willingness to take risks to create and exploit marketplace opportunities. They undertake projects in the face of constraints imposed by limited resources while serving numerous constituents. However, there is a dearth of empirical research on their strategic marketing and social marketing activities in conjunction with their accountability for social impacts.

A multiple case study protocol was therefore employed to examine how strategic marketing, social marketing and accountability were applied as mechanisms across diverse Australian social enterprises to achieve sustainable missions. Findings showed the organisations' marketing functions go beyond traditional approaches to ensure viable income streams. They catered to broader target audiences by offering two-tiered price schemes, developing products in concert with customers, promoting a sustainable place, and engaging in two-way communication to influence policy. Deep collaboration between social enterprises and stakeholders included joining forces with competitors to enhance resources and capabilities.

Results on social marketing reflected tailored community-based interventions brought a range of environmental benefits, taught skills for employment, and provided a voice for marginalised members of communities who might not otherwise have an outlet. Successful outcomes led to

replication of unique business models in some cases. Notably, collaboration and competition with target audiences occurred both vertically and horizontally in marketing channels. These findings extend theory on coopetition in the third sector, highlighting the value of using a systems framework, the social ecological model, underpinned by co-creation of social value. The research contributes empirical evidence to an important but under-researched area within strategic marketing management on interorganisational relations.

Data from social enterprises that carried out comprehensive forms of reporting also provided insights to the emerging area of integrated reporting for conveying a more meaningful approach than standalone social audits issued to constituents apart from financial reports. Findings demonstrated that smaller organisations have the ability to issue a clear, cohesive account of their triple bottom line. This study thus adds practical contributions of cases using integrated reporting in Australian social enterprises that may have parallels in the wider international arena of sustainable entrepreneurship.

This thesis proposes a model linking the patterns that were detected of how strategic marketing, social marketing and accountability are operationalised in social enterprises. Evidence supported that involving multiple actors across networks to construct synergistic approaches towards achieving economic, social and environmental impacts is crucial for long-term capacity building to increase livelihoods, social services and resilience.

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List of abbreviations

AAC	Ashburton Aboriginal Corporation
ACF	Abbotsford Convent Foundation
ACOSS	Australian Council of Social Service
ACNC	Australian Charities and Not-for-profits Commission
ALC	Aboriginal Land Council, Australian labour certification
ANZIA	Australia and New Zealand Internet Awards
ASIC	Australian Securities and Investment Commission
ATO	Australian Taxation Office
CDEP	Commonwealth Development Employment Projects [scheme]
CRE	community recycling enterprise
CRM	customer relationship management [software]
CRN	Community Recycling Network
DGR	deductible gift recipient
ELI	extended learning investigation
EPA	Environmental Protection Agency
ESD	environmentally sustainable design [principles]
ESG	environmental and social governance
GDP	gross domestic product
GRO	grow oyster [mushrooms project]
GTO	group training organisation
HCN	horizontal cooperation network
HUSITA	Human Services Information Technology Applications
HVAC	heating, ventilation and air conditioning
ISO	International Organization for Standardization
JSA	Job Services Australia
ICT	information and communications technology
IIRC	International Integrated Reporting Council

ILM	intermediate labour market
IP	intellectual property
IR	integrated reporting
KPI	key performance indicator
kWh	kilowatt hour
MOTT	Men of the Trees
NDIS	National Disability Insurance Scheme
NGO	non-governmental organisation
QSEC	Queensland Social Enterprise Council
RET	renewable energy target
RJCP	Regional Jobs Community Program
RQ	research question
ROI	return on investment
RRA	Resource Recovery Australia
RTO	registered training organisation
SAP	systems application and products
SDG	Sustainable Development Goal
SEDIF	Social Enterprise Development and Investment Funds
SEM	social ecological model
SME	small- to medium-sized enterprise
SROI	social return on investment
SWOT	strengths, opportunities, weaknesses and threats [analysis]
TAFE	Technical and Further Education [institute]
UCO	used cooking oil
UNDP	United Nations Development Programme
WHS	Workplace Health and Safety

Statement of original authorship

The work contained in this thesis has not been previously submitted to meet the requirements for an award at this or any other higher education institution. To the best of my knowledge and belief, the thesis contains no material previously published or written by another person except where due reference is made.

Signature:

QUT Verified Signature

Date:

27/01/17

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playing field and given opportunities. This represents a path forward for humanity because everyone deserves a chance to lead a quality life.

CHAPTER 1: OVERVIEW

1.1 Background

The mission is the central force in social enterprises and the impetus to deliver social programs and innovative products to combat an array of societal issues by generating income to serve organisational objectives. Although social enterprises share nonprofit organisations' motivation to pursue transformation for social good, these two types of organisations differ in how they operate to reach their objectives. Social enterprises routinely incorporate commercial practices to offset operational expenses, and they collaborate with multiple stakeholders in their efforts to co-create social value (Domegan, Collins, Stead, McHugh, & Hughes, 2013) for mutual benefit (Schau, Muñoz Jr, & Arnould, 2009; Sheth & Uslay, 2007). Nonprofits, by contrast, predominantly rely on social funding sources that are declining (Dees, 1998a).

Statistics show there are an increasing number of social enterprises applying the profit-for-purpose business model (Wilson & Post, 2013) to address a wide range of significant societal challenges. Compensating for a lack of resources with innovative ideas, these organisations forge partnerships across sectors to discover new or improved solutions to complex issues in health, education and social welfare. For these reasons, social enterprises appear most conducive to nurturing sustainable entrepreneurship (Schaltegger & Wagner, 2011) because the tensions that exist between their social, economic and even environmental imperatives in many of these organisations seem to offer the greatest drive and potential for change.

However, there is scant research on marketing practices in social enterprises to generate profit along with limited evidence of social marketing interventions for behavioural change. Even fewer studies focus on how strategic marketing practices are operationalised to drive sustainable development. Additionally, while such third sector organisations claim to be embracing accountability to substantiate their performance (Connolly & Kelly, 2011), there is

neither a mandatory, uniform reporting system for reporting to stakeholders on their impacts nor is there any substantial data collected to date on how this is accomplished.

1.2 Context of research problems

The primary research issue therefore was to identify the marketing and social marketing approaches adopted by social enterprises to fulfil sustainability. The secondary research issue investigated how accountability was utilised in social enterprises for continuously benchmarking and adjusting levels of internal and external performance. Although these issues were divided as two separate research questions as laid out below, it is important to emphasise their interrelationship. Marketing and social marketing are key responsibilities of management within such organisations to reflect how they plan and execute strategies to achieve objectives; while accountability in turn, shows how organisations measure and communicate on their outputs to meet goals. It is a dynamic, cyclic process to determine whether efforts expended in handling marketing and social marketing programs or campaigns align with an organisation's vision and activities, and to learn how to make appropriate responses to the feedback from the outcomes (Kotler & Keller, 2012).

1.3 Research questions

1. How were commercial and social marketing strategies deployed in Australian social enterprises to reach their economic, social and environmental missions?
2. How did the social enterprises account to stakeholders for their social, economic and environmental impacts?

1.4 Significance and scope of the research

1.4.1 Justification for this study

This study addresses areas that are evolving both in theory and practice. The concept of social enterprise is relatively new although its principles and practices have evolved from established organisational forms in many Western countries since the 19th century (Sepulveda, 2015). Thus,

there are many novel enquiries about social enterprise that are needed and emerging.

Marketing is an important area to address because for entrepreneurs, marketing is often perceived as the core function of an organisation (Schaper, Volery, Weber, & Gibson, 2014). Its multiple stages of activities must be integrated for a business to succeed. Significant phases of marketing comprise: researching and identifying target publics, understanding the reasons they would consider in making a purchase, developing strategies to communicate with them, and delivering a product or service to these market segments. The exchange of a product or service requires that the business has the capabilities to provide its offering at the right price, place and using promotion (the marketing mix) to be profitable. Since the 1970s marketing expanded the notion that offerings are limited to products or services to encompass the provision of ideas to facilitate behavioural change. This shift occurred when marketers recognised that commercial marketing could be applied to social causes (Kotler & Zaltman, 1971), and this sub-discipline known as social marketing has gained momentum over time.

Developments within the practice of social marketing also attest to change and growth. The focus placed on traditionally marketing products for social change (Kotler, 1965) developed into influencing processes of behavioural change (Andreasen, 1994). Further, the proliferation of academic research on social marketing that was originally devoted to the topic of health promotion (Alves, 2010) enlarged. Successful outcomes with health-related campaigns fuelled a propulsion of social marketing practices on other fronts (Cheng, Kotler, & Lee, 2011) such as playing a role in decreasing poverty (Kotler & Lee, 2009; Rangan & McCaffrey, 2002), preventing violence (Cismaru & Lavack, 2010), promoting physical activity (Scarapicchia et al., 2015) and protecting child welfare (Tomison & Poole, 2000). Despite broader and prolonged applications of social marketing, Andreasen (2002) claims there is still a vague comprehension about the field and what its responsibility should be within the context of social change. Nevertheless, he asserts that this area of marketing is extending via the establishment of conferences, professional associations and research centres although additional breakthroughs in knowledge are needed to enable social marketing to live up to its full potential. Increasing

theory and empirical work must be carried out to integrate it more with mainstream marketing (Dibb & Carrigan, 2013).

Barriers to growth could be dispelled to move the field forward in several respects. Heightening awareness of the merits of social marketing campaigns would help to progress the area, especially since many leaders of government agencies and nonprofit organisations remain seemingly unaware about the greater potential presented by social change programs. This under-appreciation of social marketing within the ranks of top management translates into underfunding, missed opportunities to initiate social marketing campaigns or the inability to follow through with action plans from those studies that are being conducted (Andreasen, 2002). Marketing and social marketing also suffer from misconceptions. Marketing has a reputation in popular culture and scholarly writing of being manipulative (Pereira Heath & Chatzidakis, 2012; Sher, 2011), and social marketing is sometimes claimed as lacking engagement through reflexive practice (Gordon & Gurrieri, 2014). It is therefore important for social marketers to overcome these ideas by striving to be more inclusive, and acting with greater transparency to bring them closer to their target groups. Additionally, documentation of achievements within social marketing is relatively sparse (Andreasen, 2002). For this reason, it is vital for audiences to learn about beneficial social marketing programs to stimulate increased practice. This could be achieved through greater publicity in mainstream media as well as scholarly literature.

A broader understanding of the capacity for social marketing to change behaviour is spreading as specific programs continue to be applied in new settings to alter new behavioural patterns (Dibb & Carrigan, 2013; Saini & Mukul, 2012). However, social marketing must continue to progress, merging it as a science and an art by refining its standards as a profession while continuing to innovate. This implies the need for 'marketing social marketing' to enable it to proceed as a professional body. It also means social marketing professionals should fortify relationships by allying with other professional associations to integrate their best practices

and methodologies; and partner with stakeholders in all directions—upstream (towards regulators and policymakers), midstream (towards associates and peers) and downstream (towards the beneficiary or end-user) (Hastings & Domegan, 2013b).

Since there are multiple domains where social marketing is perceived as continuing to contribute to societal progress (Dahl, 2010), this evidence could spread beyond its dominance in the literature on health-related interventions (Smith & Schneider, 2009) for new applications. Social marketing professionals surveyed about the areas deserving the most focus nominated environmental stewardship third on the list just under significant health issues (Beall, Wayman, D'Agostino, Liang, & Perellis, 2012), highlighting the priority for action in this realm. They recognise a looming opportunity exists for applying social marketing's proven and emerging principles, techniques and tools towards a wider array of critical global or 'wicked' problems (Beall et al., 2012). Researchers found that social marketing is effective when tailored interpersonal interventions are implemented through community-based initiatives (McKenzie-Mohr, Lee, Schultz, & Kotler, 2011) as a 'nudge' alone will only have a fleeting effect on behavioural change. Further, it is recommended that professionals should move beyond a "primary dependence on narrowly-focused social marketing campaigns or projects so that the customer insight and understanding central to social marketing are used to inform and guide broader policies, strategies and programs" (Beall et al., 2012, p. 111).

Existing literature reveals momentum is building for addressing social issues in the third sector. Social enterprises have dual social and commercial objectives and these organisations employ manifold methods to deal with inefficiencies in society (Young & Brewer, 2016). They engage in both commercial and social marketing activities, and research indicates social marketing campaigns are in fact increasingly crossing the lines to include social and commercial marketing practices with a marked rise in partnering among for-profit, nonprofit and other organisations within the third sector to leverage resources for mobilising social change (Dibb & Carrigan, 2013). However, despite the reported surge of social enterprises to achieve profit for purpose,

“little is known about the dimensions or impacts of the existing social enterprise sector in Australia” (Barraket, Collyer, O’Connor, & Anderson, 2010, p. 8). There is also a limited amount of information on their strategic marketing (Mitchell, Madill, & Chreim, 2015b) and social marketing practices (Mitchell, Madill, & Chreim, 2015a), but it is evident that many of these organisations are not actively looking for external forms of finance which indicates social enterprises are developing internal resource capabilities to earn income. So how are they actualising their goals? Obviously more data needs to be collected and interpreted to explain this process. The literature only paints a picture of how these businesses generally function. "As a group, our respondents tend to engage somewhat more frequently in operational business practices than they do in strategic business development...more needs to be understood about how they do what they do, and the outcomes and impacts of their activities on their targeted beneficiaries and the wider community" (Barraket et al., 2010, p. 5; Social Traders, 2016).

An updated interim report prepared on the state of Australian social enterprises gives subtle clues by suggesting that these organisations actually limit their investment in and knowledge of marketing (Barraket, 2015). The data is puzzling because not only would this shortcoming constrain their ability to expand in the marketplace, but it also would imply that these organisations would face related challenges in measuring their social impacts to show the value from their marketing and social marketing efforts that are ultimately received by stakeholders. According to scholarly writing, the nature of a social enterprise makes it necessary for social benefits and financial performance to be assessed and determined to be significant (Tyler III, 1983).

The current research therefore points to gaps, the need for carrying out the detailed study of this thesis to uncover new information on how products and services are delivered to the social enterprises’ wider circle of target publics, and to see how the outcomes of these exchanges are disseminated to their stakeholders. Hence, the research project was justified to examine the inputs and processes that are expended along the chain of consumption, and to discover the

state of transparency of these organisations by analysing the methods that these organisations utilise to report on their associated social, environmental and economic performance also referred to as the five capitals of social, manufactured, human, economic and environmental value. Data on social impact can be elusive (Tyler III, 1983) to gather and interpret in light of tangible and intangible items to be accounted for. It is also hard to measure such performance because many frameworks exist for social auditing. Yet, it is especially important in hybrid organisations that strive to fulfil multiple purposes to apply a sound reporting framework that links social and environmental information with economic business performance (Schaltegger & Wagner, 2006). The trend in companies to produce sustainability reports is problematic since these reviews are generated apart from financial reports. For this reason, they tend to be limited in scope because they do not mesh the information contained into a balanced, cohesive picture. However, a newer, progressive approach of integrated reporting (IR) focuses on material issues that harness value across all aspects of business, drawing connections between them (Adams & Simnett, 2011).

Under IR, management can communicate how their overall strategy and business model creates value with their target publics spanning a course of time (KPMG, 2012). It is a means for companies to tell a clear, succinct story to audiences about future prospects, taking into account all the resources and relationships utilised by the business coupled with their financial outlook. This inclusive reporting style allows stakeholders to determine if a business is on track with its strategic planning and if the organisation appears resilient. Adopting a holistic style of reporting that recognises more than one form of capital appeals to stakeholders, especially investors who want to see a long-term view of a company's creation of value (CPA Australia, 2016). They also want to know the benefit to society from a particular company's operations (Adams & Simnett, 2011). An integrated report can convey this information as well.

This thesis responded to:

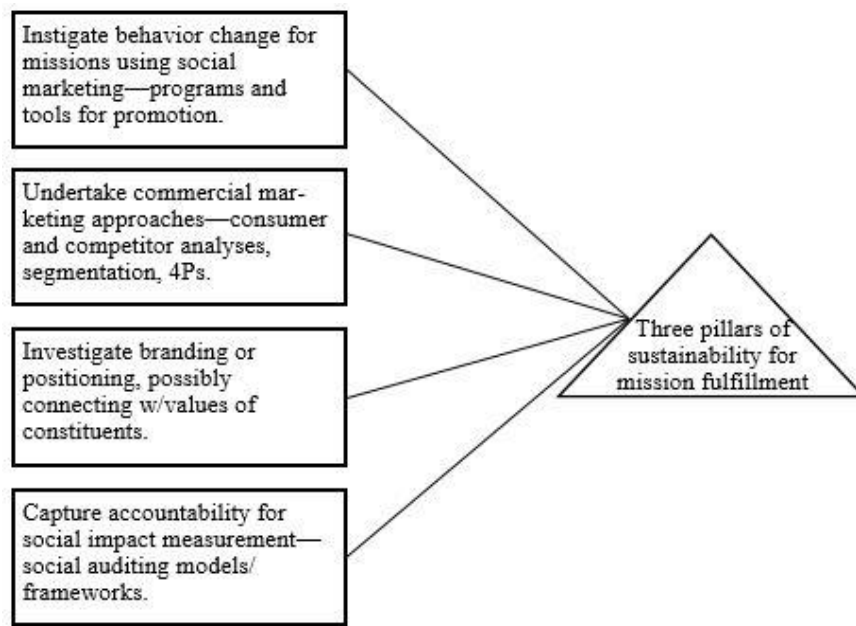
- A lack of in-depth research on actual strategic marketing, social marketing and measurement practices in social enterprises
- The propensity for social enterprises to carry out social and economic agendas
- The perceived importance of tackling sustainable development

A multiple case study investigation was conducted to identify how Australian social enterprises accomplish their economic, social and environmental missions by adopting particular strategic marketing and social marketing approaches and seeing how these enterprises were accountable to their target publics for their impacts.

1.4.2 Framework for the study

A framework for exploring the research issues is shown in Figure 1.1. It was designed to guide the research process to ensure consistent, pertinent data was gathered from the respondents according to the research questions. The concepts were operationalised into four components to determine singularly or collectively how the organisations pursue outcomes aligned with the ‘three pillars of sustainability’ (United Nations, 2002) embodied within each of the organisations’ objectives to serve people, profit and the planet (Elkington, 1997), codified in a declaration by global leaders at the Johannesburg Plan of Implementation of the World Summit on Sustainable Development (United Nations, 2002).

Figure 1.1 Framework to guide research about social enterprises' paths to sustainability



First, the study explored how social enterprises implement forms of commercial marketing to advance their financial standing. Here it was important to address a range of questions, including but not limited to how do the social enterprises carry out market research and planning? Do they conduct consumer and competitor analyses (Madill, 2010)? Who are their stakeholders and do they segment these publics? What are their marketing mix practices? Do they monitor pervading conditions in the marketplace in the event that circumstances present the need for altering their plans; and if so, do they revise marketing decisions?

Marketing findings in this study revealed social enterprises differ in their approaches from conventional business norms by applying more innovative strategies (Schumpeter, 1934), extending to choices about their select marketing mix. For starters, strategies for pricing translated into a bifurcated structure whereby certain clients, nonprofit organisations, were charged a lower price for the same services offered at a premium to corporates based on the likelihood of their ability to pay. This result is reinforced by existing benefits theory that cross-subsidisation occurs in nonprofit firms; offering multiple goods or services and benefits which begets the need for having diverse income streams so one service can provide financial support for another (Tyler III, 1983). Next, products were often jointly developed with those being

served so they were customised to clients' needs as a way to better address their requirements (Monroe-White & Lecy, 2016). Promotion was also more inclusive of one's target audience to band together for added value (Searing, Lecy, & Andersson, 2016); at times, it was utilised to leverage the voice of target publics to influence policymaking. Lastly, place not only referenced traditional channels to distribute goods and services, but it often factored in the organisations' building of public assets to enhance collective health, wealth and wellbeing through engaging residents in a shared process of 'place making' (Hou & Rios, 2003).

Second, the study looked at whether the organisations exploit positioning or branding to connect with the values of their constituents, and how much the organisations take their target publics' opinions, attitudes and beliefs into account in formulating strategic direction. Hamid and Khan (2015) propose co-creation of social value is associated with the meaning that people place on the branding of social causes while they engage with social marketing services.

Therefore, it was necessary to find out how the social enterprises present their image, and if it directly relates and is sensitive to the plight of those they serve in order to advance their goals.

This line of inquiry was useful to demonstrate how communicating about social value translated into sales and other forms of long-term support for the social enterprises. Aiding social causes may reduce optimal economic value for business by injecting an opportunity cost into business operations (Hillman & Keim, 2001). Nevertheless, it can facilitate capturing value in intangible assets by positively affecting stakeholder relationships to outperform competitors over time (Freeman, 1984). In this study, government officials, customers, suppliers and fellow industry representatives wanted to affiliate with proactive or like-minded organisations. The social enterprises needed to provide valuable products and services. Moreover, certain corporate clients were more likely to do business with their organisations because they helped marginalised people to acquire skills, for example, or in order to act as good corporate citizens. In addition, the morals and principles ascribed to by staff members of the social enterprises facilitated their willingness to take business risks that others would be unwilling to attempt

such as using peer research with former or at-risk legal offenders to involve beneficiaries in the process of designing products, services or social programs. It was found these kinds of exchanges paid dividends by producing more effective results for industry and communities.

Third, the study analysed how the social enterprises instigate behavioural change for their missions using social marketing while generating income for funding missions (Smith, Cronley, & Barr, 2012). This aspect was meant to discover how the organisations set objectives for achieving specific goals, what programs they initiate and what communication tools they utilise as promotional devices for this end.

Social marketing findings in this study clearly demonstrated that leaders in the cases formulated a vision and then pursued actions to enhance people's lives (Mair & Martí, 2006) via putting in place mechanisms to: educate and train in software or hardware skills, grow and sell organic produce, harvest renewable energy, manage waste, and revitalise abandoned buildings or heritage sites to nurture social capital and cultural expression within their communities. All of these outcomes resulted from the vocational opportunities, employment schemes and registered training organisational partnerships established between the social enterprises and government or other business providers.

Fourth, the study collected data about metrics that are employed to capture organisational performance. Here it was necessary to find out what information the social enterprises gather and what style of reporting they use to account for their financial, economic and social impacts considering there are a plethora of tools to assess performance, but a paucity of systematic evaluation (Arena, Azzone, & Bengo, 2015). From a general standpoint, only the receipt of grant funding dictates the preparation of acquittals to justify how money is expended so the cases have latitude in tracking their performance. Of particular interest in this study was learning whether the cases benchmark their progress for not only demonstrating financial and social impacts, but also for their environmental returns. By way of examples, it was important to discern if the social enterprises conserve land and water resources, practice waste management

or carry out different forms of sustainable activities; then it was necessary to determine how these outcomes are communicated to stakeholders through the application of established social auditing models or newer frameworks because accountability can be a vehicle for binding stakeholders to organisational missions (Jones & Mucha, 2014).

As might be expected, the cases in this study showed inconsistency in organisational reporting practices, but unexpectedly, no standardised models or frameworks were used by the social enterprises. Instead the social enterprises were inclined to be open and transparent by applying customised reports that met their own needs and their audiences. Two of the social enterprises quantified the present and long-term value of their projects while the remaining cases primarily collected evidence and distributed qualitative descriptions of the effects of their programs on people's lives to substantiate their social performance. Usually this information was released to stakeholders as a separate document from their financial results. However, a few of the social enterprises issued integrated reports (International Integrated Reporting Council, 2011), representing an amalgamation of their economic, social and environmental performance as a means to relay unified stories about the organisations and their effects on stakeholders.

1.4.3 Original contributions to the body of knowledge

Three key contributions from the study pinpointed that:

1. Social enterprises sustain themselves via partnerships with stakeholders in upstream, midstream and downstream directions, utilising collaboration and competition for mutual advantage.
2. When organisations articulate numeric and analytic data on their social, economic and environmental impacts in a more comprehensive report, it begets win-win outcomes for companies and constituents.
3. Research to extend theory facilitates the legitimisation of studies in social enterprise (Haugh, 2012).

Academic and practical contributions are elaborated next, drawing on systems theory and the interdependencies of organisational relationships to maximise returns for the social enterprises and maintain the sustenance of partners within their ecosystems.

Academic contributions

Learning how the cases derived income and set in force operations for accomplishing an array of economic, social, and environmental purposes uncovered new applications of systems theory, the social ecological model in the third sector, evidencing that social enterprises interact with partners as part of an organisational ecology (Searing et al., 2016). This web is a complex network whereby managers and executives interface with their stakeholders across multi-levels to implement unique solutions to achieve their own missions while ensuring the preservation of fellow actors.

In this study, the social enterprises all represented innovative business models that were productive in achieving their goals as established firms. The Marketing Science Institute (MSI) underscores the importance of providing tools and processes on “what is the value of alternative sources of insight generation to drive innovation” (2014, p. 11) from co-creation. However, in spite of academics agreeing that co-creation can offer advantages, only a small amount of research reveals strategic approaches to capitalise on co-creation opportunities (Frow, Nenonen, Payne, & Storbacka, 2015). Although some recent papers consider the process, they do not provide specific categories and dimensions for a framework to drive its occurrence (Hoyer, Chandy, Dorotic, Krafft, & Singh, 2010; Payne, Storbacka, & Frow, 2008; Prahalad & Ramaswamy, 2004). This study fills that demand. The organisations applied commercial and tailored community-based social marketing initiatives to achieve sustainable outcomes by harnessing collaboration and competition (coopetition) across vertical and horizontal marketing channels. The analysis in this paper gives dimensions in frameworks for upstream, midstream and downstream marketing (Tables 6.1 to 6.3), relating how coopetition allowed the social enterprises to co-create social value with their target publics.

These findings extend the literature on how opposing forces of collaboration and competition can be actualised for ultimate gain. As previously understood, competition will take place when there is an inverse relationship in life expectancy between organisations; on the other hand, cooperation will happen when there is a positive correlation in life expectancy between organisations (Hannan & Freeman, 1993). Depending on the circumstances, the social enterprises will act one way or another for advantage, functioning from micro- up to macro-levels where individuals, organisations, community, and society all circulate.

As stated, coopetition was the common element that resonated with the data collected from the cases studied to drive organisational survival, bringing efficiencies and profit. It was also seen that innovation for the social enterprises extends beyond their exchange of products and other marketing processes to implementing strategies for capturing social impact (Monroe-White & Lecy, 2016). This aspect is discussed further under practical contributions in the following section. What is important to recognise from a scholarly standpoint is that coopetition is an area of research that is gaining much attention within strategic management. Academics believe this type of strategic alliance is especially fruitful for nonprofit and charitable businesses within the third sector due to the onerous responsibility placed on them to accomplish tasks with limited funding bases (West, Ford, & Ibrahim, 2015). For this reason, the extension of theory in this research project makes a noteworthy addition to the extant literature.

Practical contributions

Exploring how the cases measured and disclosed their economic, social and environmental impacts or triple bottom line (Elkington, 1997) to account to internal and external stakeholders demonstrated practical contributions of the study. Accountability is an ongoing process of keeping in touch with target publics to grasp an understanding from multiple measurements what needs exist and if the organisations are fulfilling them. It was apparent that social enterprises are able to generate in-depth reporting using stakeholder engagement to assess qualitative and quantitative results. Participating in two-way communication vindicated that

this method of exchange across networks often leads to extra resources and capabilities for both parties to expand business and assist the community.

Although the research provided empirical evidence of diverse types of reporting practices to target publics, it showed greater benefits can be gained from those engaging in greater disclosure on performance. These results are in conformance with calls for increased IR due to its multiple advantages. It allows sustainability to be incorporated into business practices for obtaining greater stakeholder support (Institute of Chartered Accountants in Australia, 2011); and IR is recommended to enhance simplicity, relevance as well as to lead to heightened transparency (International Integrated Reporting Council, 2011). This study showed that small- and medium-sized companies have the same ability to provide clear, cohesive reports that is expected of large businesses. The research shows several styles of reports from organisations that operate in different disciplines, examples that may be exploited by interested practitioners.

More broadly, the confluence of marketing and accountability is the impacts that social enterprises have on markets and target publics for change. In order to make major inroads in sustainability, the significance of this research lies in transferring knowledge of the myriad ways that are presented of how social enterprises work in systems to develop synergies for actualising large-scale change.

1.5 Definitions

Accountability – means how well an organisation measures and compares its performance against established benchmarks for satisfying its value-laden motives and agendas (Connolly & Kelly, 2011).

Biofuel – a fuel that directly derives from organic matter or indirectly derives from commercial, industrial, agricultural and/or domestic waste rather than fossil fuels.

Coopetition – when firms cooperate and compete for asset sharing and maximising impacts, especially small organisations that lack finances (West et al., 2015).

Digital divide – a phrase indicating there is a gulf that separates people who have access to the Internet from those who do not.

Horizontal marketing – in a distribution channel it means firms operating within the same industry combine resources to more effectively market their products or services; a second definition is when the same product appeals to buyers across a range of sectors.

Industrial ecology – a process that enhances sustainability by encouraging innovation through reusing waste; thus, the by-product of one industry becomes an input for another so it minimises waste and closes the material loop of industrial systems.

Marketing – activities that facilitate an exchange by offering a product at a fixed price and place using promotion to conduct a transaction in exchange for a form of payment (The Marketing Association of Australia and New Zealand, 2013).

Recycling – materials that are recovered and reused for their original or a new purpose.

Slow food – food that is prepared or produced based upon local traditions, generally using locally grown ingredients.

Social capital – the network of social connections between people forged by shared values and behavioural norms leading to cooperation.

Social enterprise – a “business with primarily social objectives whose surpluses are principally reinvested for that purpose in the business or in the community, rather than being driven by the need to maximise profit for shareholders or owners” (UK Government, 2011, p. 2).

Social entrepreneurship – ‘breaking frames’ (Dart, 2004; Emerson & Twersky, 1996) through departing from established norms by grabbing an opportunity to incorporate an innovative element into the marketplace for a social purpose (Corner & Ho, 2010; Leadbeater, 1997).

Social inclusion – a policy or practice whereby everyone is valued in society, their differences are respected and basic needs are met.

Social innovation – when an organisation applies novel ideas and strategies to tackle problems to attain societal benefit.

Social marketing – “seeks to develop and integrate marketing concepts with other approaches to influence behaviour that benefit individuals and communities for the greater social good” (Australian Association of Social Marketing, n.d.).

Social procurement – an arrangement whereby businesses agree to buy a service with an added benefit of supporting disadvantaged groups.

Stakeholder – an individual, group or business with a vested interest in an organisation (Bryson, Gibbons, & Shaye, 2001).

Supply chain – a network comprising vendors, producers, distribution centres, wholesalers, retailers and consumers; it implies competition will ensue between producers to deliver a product that a customer wants at the right time, place and price.

Sustainable development – “development that meets the needs of the present without compromising the ability of future generations to meet their own needs” (World Commission on Environment and Development, 1987, pp. Part I, Number 2, Section 1).

Third sector – refers to nonprofit and non-governmental organisations (NGOs) as opposed to the public or private sectors.

Triple bottom line – aspirations for adjusting the capitalist system to sustainability by being inclusive of: “economic prosperity, environmental quality, and social profit” (Elkington, 1997, p. 70). This phrase is used interchangeably with the ‘three pillars of sustainability’ or ‘triple bottom line’.

Upcycling – a process of converting waste into new products of higher quality or environmental value (European Commission's Joint Research Centre, 2016).

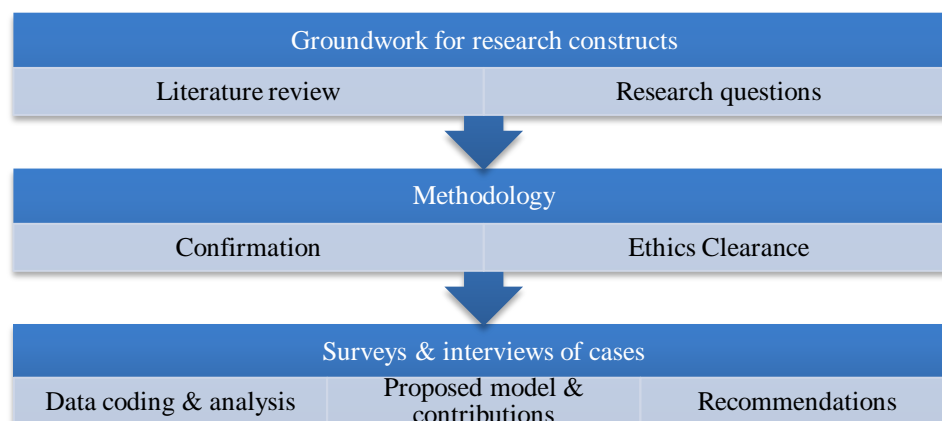
Value chain – relates to the process of how an organisation creates and adds value to deliver a product or service in the marketplace.

Vertical marketing – in a network, it means when buyers and suppliers agree to work together to realise greater efficiencies and economies of scale; another definition is when a vendor offers a niche product to a specific industry.

1.6 Thesis outline

This thesis was constructed in accordance with Grix's (2010) progression of a research path for completing a thesis. Figure 1.2 displays a configuration of the journey the author embarked upon to complete this research project.

Figure 1.2 Steps for thesis development, adapted from (Grix, 2010)



Chapter 1 delivers an overview of the thesis, a qualitative study of Australian social enterprises.

Chapters 2 and 3 provide a review of existing literature that pertains to the issues addressed in the research.

Chapter 4 discusses the methodology that was undertaken for the multiple case study investigation. It describes in detail how the project was carried out, including the design for the survey and semi-structured interview questions to collect data from participants while taking precautions to ensure trustworthiness.

Chapter 5 presents the findings of this triangulated study. Evidence is presented based on a review of the transcripts and documentation to obtain the results on marketing, social marketing and accountability.

Chapter 6 synthesises all of the interpretations of what is learned from the study to answer the research questions. Evidence is linked to theory to draw a higher-level analysis of the data. Then a model expounds on how theory relates to practice to show a synergy between the marketing and measurement aspects for maximising outcomes.

Chapter 7 extrapolates all the elements from the project and brings them to a conclusion. A discussion is provided to review the research issues and implications for theory and practice are identified. Then limitations and recommendations for future areas of investigation are presented.

CHAPTER 2: LITERATURE REVIEW – PART A

2.1 Background

The literature review is divided into two chapters. The first one describes the existing scholarly research underpinning this study on social enterprise and sustainable entrepreneurship. It opens by tracing the lineage of social enterprises in modern democracies. This section leads to an explanation of entrepreneurship. Then the chapter hones in on academic writing about entrepreneurial organisations that are committed to the pursuit of sustainable development.

2.2 Account of the development and current state of social enterprises

Social enterprises arose quite uniquely in the marketplace across modern democratic nations. In response to market failures and the impact of social challenges, typically entrepreneurs reacted by creating a vehicle to fill the void left by governments to provide what was lacking in public goods and services (Nicholls, 2006) by starting up social enterprises. More recently, academics (Young & Brewer, 2016) expanded this view, saying that social enterprises sprung up as a response to inefficiencies in government, traditional business and nonprofit institutions. Nonetheless these organisations notoriously act as social forces, operating within larger organisational structures (Nicholls, 2006) while making contributions to the economy. Estimates show that social enterprises are reportedly growing at a phenomenal rate in overseas nations (Austin, Stevenson, & Wei - Skillern, 2006; Social Enterprise Alliance, 2016; Villeneuve-Smith & Temple, 2015); and earned income is reported to be the greatest source of capital for the majority of those organisations that are legally registered as nonprofit entities (Anheier & Salamon, 2006).

Here in Australia, social enterprises generate revenue for rural (Eversole, Barraket, & Luke, 2014), state (Eversole, 2013) and global economies (Ashoka, 2013; Infoxchange, 2014) with an increasing number of nonprofit organisations documented as commencing trade to reach their missions since 2011 (Mission Australia & WACOSS, 2015). Figures purport they contribute \$55 billion to the national economy (Australian Bureau of Statistics, 2015). Due to this upsurge, it is

necessary to examine more closely the roots of social enterprises across major democratic nations to understand what purpose they were meant to fulfil, what influenced their growth here and abroad; and more importantly, what information is lacking about them to put this research project in context.

2.2.1 Historical context and comparison of social enterprises in developed nations

As stated, social enterprises have always been perceived as business models that address social needs (Dees, 1998b; Emerson & Twersky, 1996). They are juxtaposed with nonprofit, charity and profit-making enterprises (Luke & Chu, 2013; Ridley-Duff & Bull, 2011), having derived from all of these organisational structures. Yet, diverse and complex versions of social enterprises emerged between regions (Young & Brewer, 2016), mainly attributable to the unique cultural contexts and systems of governance in which the field emerged more than a hundred years ago (Dart, 2004). Usually success of a social enterprise is tied to the conditions imposed within the place where it conducts business. Development depends upon the enablers and constraints within a particular setting (Steinerowski & Steinerowska-Streb, 2012).

The United States (US) was historically grounded in a weak welfare state, leaving room for nonprofit organisations to provide for missing or neglected social services. Foundations and organisations were specifically established to fill this gap although they were originally bounded by a policy of non-distribution of profits. Then in the 1980s, an era of growing commercialism ushered in to free up this constraint when the conservative political tide of the Reagan administration severely cut public funding for social programs. The resulting shortfall in public services coupled with increased fiscal pressures forced nonprofit organisations to seek alternative funding sources, causing them to become more entrepreneurial (Galera, 2007; OECD, 2015). As a consequence, social enterprises developed core commercial operations. They began to produce goods or services to gain revenue for ongoing operations (Shaw & Carter, 2007; Weerawardena & Sullivan Mort, 2006) while pursuing social goals. Today many social enterprises in the US run commercial businesses strictly for the purpose of generating income

to fund certain social activities (Galera, 2007). Hence, the types of social enterprises expanded into diverse business models distinct from the public and private sectors. Over the past two decades, the US reported dramatic growth within this element of the third sector (Kerlin, 2013; Pope, Sterrett Isely, & Asamoah - Tutu, 2009).

Canada followed an alternative path that originated from its establishment as a post-war welfare system. It provided basic social services for its citizens such as universal health care. Their social enterprises predominately became collective-owned entities that adapted to democratic governance models, circulating among all spheres of public, private and civil society. More recently, the boundaries of social enterprises in Canada enlarged to include co-operatives and community-based businesses. Overall these organisations contribute to fundamental societal activities including job creation, workforce integration, and production of new goods and services. These organisations boost the social economy through enhancing social inclusion, fostering urban regeneration, building community development as well as increasing productivity and competition (Galera, 2007).

European social enterprises charted an altogether different course of development within European Union (EU) member states. Comprised of traditional co-operatives and nonprofit organisations, these enterprises underwent a dynamic transformation when an influx of newly established social enterprises integrated dual social and economic responsibilities, resulting in the provision of welfare services, workforce integration, and the supply of relatively new forms of value-based goods and services such as fair trade (Galera, 2007). According to research by the national peak body, Social Enterprise UK (2013) headquartered in England, social enterprises are experiencing burgeoning growth. Testament to this claim is the statistic that 6,000 social enterprises started up in only two years between 2011 and 2013 to reach a total of 70,000. This phenomenon of impressive growth is paralleled across the EU (Defourny & Nyssens, 2010). Defourny (2007) contends such robustness in the marketplace was firstly affected by the introduction of public policy support measures that were enacted to stimulate

their development with governments instituting specific programs to explicitly promote social enterprises. Secondly, federal bodies began offering technical support to assist social enterprises to operate viable modern businesses. Thirdly, crucial seed funding, loans and other subsidies were introduced to provide instrumental capital to set up social enterprises. Fourthly, new policies for public procurement opened up contractual tendering processes to award job opportunities to social enterprises. Fifthly, new legal frameworks were designed, catering to social investment to promote their start up.

A fundamental difference exists among social enterprises across Europe however. It is attributable to the EMES European Research Network that encouraged them to adopt a multi-disciplinary approach whereby these organisations recognise and honour the traditional backgrounds and individual identities of their own countries. Therefore, although many social enterprises share general characteristics by virtue of their joint membership under the EU, particular ones are aligned with specific institutional features of their home countries (Galera, 2007).

In Australia by contrast, social enterprises were referred to as belonging to an ‘invisible’ (Barraket et al., 2010) part of the economy until approximately fifteen years ago when government, business and the nonprofit sector expended efforts to spur their growth. This response was due to a two-fold demand to solve rising social and environmental issues in tandem with an intensive push for nonprofit organisations to expand their sources of income. Changes in national employment services drew attention to the potential for social enterprises to generate a source of employment for those most disadvantaged within the labour market (Social Traders, 2016). This awareness coincided with the notice paid by policymakers to successful cases of large welfare agencies having set up labour market programs that were patterned on social enterprises. State governments such as Victoria began advocating for the development of social enterprises using a community-strengthening platform, and local

governments followed suit by instituting social procurement and capacity-building initiatives (Barraket et al., 2010) as incentives for their growth.

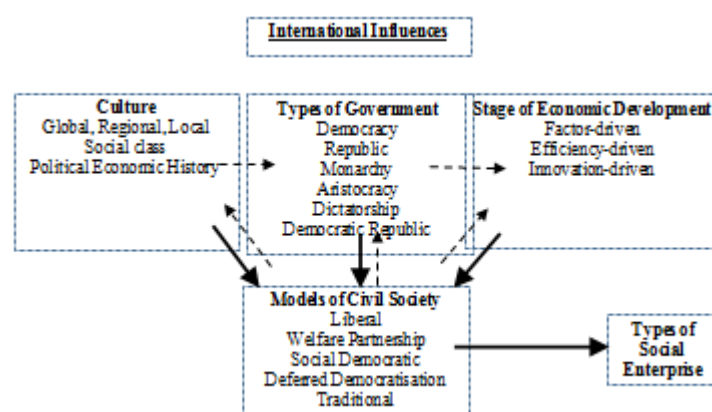
Beyond government, individuals and foundations with vested interests in philanthropy and social investment recognised the advantages from the innovative approaches adopted by social enterprises while a growing number of practitioners and intermediary organisations started to support this organisational model (Barraket et al., 2010). Yet, there is no evidence that data was collected to track both the range and degree of social enterprises in this country as they spread and became ingrained in society. In fact, universal developments of theory to explain and predict their emergence and activities are restricted (Haugh, 2012) even though social enterprise attracts attention from scholars, practitioners and policymakers (Mair & Martí, 2006). The visibility of these organisations therefore warrants additional testing of theory, tracking their progress and development (Haugh, 2012).

A study (Barraket et al., 2010) to explore the status of social enterprises in Australia estimated that 20,000 social enterprises operate in this country with the majority existing between five and 10 years. It found these enterprises cross sectors; they exhibit a variety of aims, sizes, and legal structures along with having divergent economic foundations. In addition, a majority of them rely upon multiple resources or operate multiple ventures.

This historical exposé of various social enterprise models across developed nations explains how the inclusion or the relative absence of large-scale influences—culture, politics and economics—impinge on civil society to fulfil particular functions, resulting in the creation of social enterprises to provide social services that are needed across nations (Galera, 2007). It is important to recognise that social enterprise development is not static. Rather, as socioeconomic institutions alter over time due to dynamic power relations, models of social enterprise undergo concurrent changes too (Kerlin, 2013). Recent literature points out that accepting the processes and proposed paths for types of social enterprise seen in Figure 2.1 (Monroe-White, Kerlin, & Zook, 2015) may justify their evolution and diverse nature, but this

macro-level ‘siloe’d’ perspective of the influences of social enterprise development is exclusionary (Mason & Barraket, 2015) because it neither accounts for those organisations crossing institutional boundaries and frameworks (Doherty, Haugh, & Lyon, 2014) nor does it consider local innovations that compel the uprising of unique hybrid organisations (Mason & Barraket, 2015). This view is supported by a study in Tasmania showing the majority of social enterprises there do not conform to the same structure, mission or industry. Nevertheless, they act congruently in their resolve to address local development by traversing boundaries and sectors to leverage resources for the common good (Eversole, 2013).

Figure 2.1 Macro-institutional processes and proposed paths for types of social enterprise, adapted from (Kerlin, 2013, p. 88)



What is resoundingly clear about social enterprises is that governments have become strong proponents of these organisations based on a general recognition of the benefits to be gained from having social enterprises reduce the burden on the social welfare system (Galera, 2007). Therefore, they continue to introduce more enabling conditions that are conducive to social enterprise growth. A trend is now taking place in modern democracies with the legitimisation of exclusive forms of social enterprises, causing transcendence in the conventional nature of these organisations across jurisdictions (Brewer, 2016). Table 2.1 shows legal and nonlegal pathways that are unfolding with nongovernmental third-party certifications of social enterprises. Evidently, new actors and micro-level structures are making their mark in the evolution of social enterprises (Nicholls, 2010).

Table 2.1 Examples of newer hybrid legal and nonlegal forms of social enterprises, adapted from (Brewer, 2016)

Countries	Structure	Description
United States	US benefit corporation	This for-profit corporation must generally act to benefit society, the environment and its shareholders (American Bar Association (ABA) Business Law Section Corporation Laws Committee, 2013).
	US social purpose corporation	It must aim to fulfil the specific purposes(s) set in its articles of incorporation, e.g., charitable or public purposes and/or promoting or mitigating short- or long-term effects upon either one of more parties including: the corporation's employees, suppliers, customers and creditors, the community and society, and/or the environment (Cal. Corp. Code §2602(b)(2)).
	US low-profit limited liability company	A tax-exempt private foundation that can invest in profitable and charitable programs (US Internal Revenue Code §4944(c)(2016)).
United Kingdom	Community interest company	This type of company is charged w/pursuing public benefit; it is subject to restrictions on its capital and dividend payments; stakeholders must be involved in governance; and it is comparable to Italy's benefit corporation.
Canada	Community contribution company	A corporation that adopts a provision for social purpose in its articles of incorporation.
	Community interest company	Forthcoming legislation is underway for starting up this type of company.
Italy	Italian benefit corporation	The Società Benefit law (Article 1, paragraphs 376-384 Stability Law 208/2015) is supplemental to Italy's traditional social cooperative framework.
France	Social cooperative of collective interest	A cooperative with dual commercial and social purposes to address inequality or discrimination.
	Enterprise of Economic and Social Solidarity	A for-profit enterprise that must offer social utility along with commercial value.
International third-party certifications	B corps	It is the most successful type of certification scheme provided to for-profit organisations that meet social, environmental and economic requirements.

Governmental initiatives including the implementation and regulation of public policies and tax benefits that aim to offset disadvantages that social enterprises encounter from competing in the marketplace are crucial to support social enterprises. Incentives are mainly offered to ensure social enterprises have sufficient access to capital in the form of loans and equity

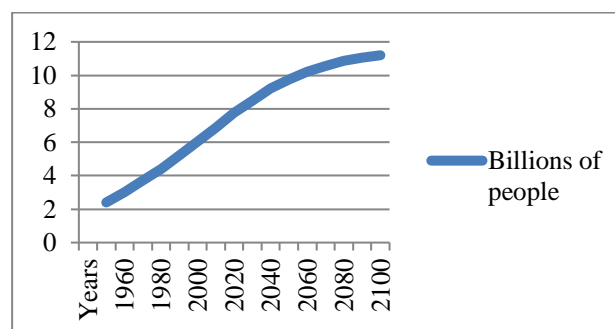
(Zietlow, 2001) to facilitate doing business. In return for granting such allowances, social enterprises are expected to heed minimally accepted standards of transparency.

In conjunction with the uptake by governments to foster social enterprises, there is a greater universal demand being placed on them to combat major social, economic and environmental problems. This pressing need is exacerbated by escalating population rates (United Nations, 2015) and other global concerns.

These trends include:

- A lack of access to services to satisfy basic human needs such as water, sanitation and electricity continues to be pervasive among the poor (Olinto, Beegle, Sobrado, & Uematsu, 2013).
- Climate change increasingly affects food production, disturbs coastal margins, displaces species, and changes economies; additionally, extreme temperatures and sea level rise are predicted to keep exceeding the habitable limit for increasing species (CSIRO, 2011).
- The world population is projected to reach a staggering 8.5 billion people by 2030 as seen in Figure 2.2 (United Nations, 2015).

Figure 2.2 Projected global population based on medium-variant estimates: 1950-2100, adapted from (United Nations, 2015)



Although social enterprises are on the rise to meet these mounting demands, they are struggling to make ends meet (Dees, 1998a). They are pinched by global financial challenges posed due to higher costs, competition from for-profits as well as retrenchment of funding bases from donations, government and corporate giving to assist health, education and other community

services (Beekman, Steiner, & Wasserman, 2012). Social enterprises must increasingly resort to commercial means to leverage or replace these traditional funding sources. In the US where nonprofits increasingly compensated for such cutbacks in government and philanthropic support by using new commercial activities as a combined revenue stream and growth strategy, outcomes demonstrate organisational stability and consequential social benefit (Kerlin, 2013).

2.2.2 Concepts and practices in social enterprise

Despite swift changes occurring in practice, the academic research on the field of social enterprise is slowly emerging, failing to keep up with consequential practices. Existing research is primarily based on case studies (Alvord, Brown, & Lett, 2004), anecdotal evidence (Madill, 2010) or critical examinations to define key concepts and frame constructs within the domain of entrepreneurship (Dacin, Dacin, & Tracey, 2011). Frequently, social enterprise and social entrepreneurship are blurred in the literature (Chell, 2007) with social enterprise being used interchangeably with social entrepreneurship, but differences between these concepts have been identified in the public sector (Osborne & Gaebler, 1992), private sector (Beaver, 2003), and third sector (Luke & Chu, 2013). For this reason, an examination of their definitions is helpful to clarify that a social enterprise may be entrepreneurial, but these terms are not the same.

Enterprise connotes a business trading for commerce (Chell, 2007). By extension, a social enterprise applies market-based activities for social ends (Dart, 2004; Talbot, Tregilgas, & Harrison, 2002) whereas the classic definition of entrepreneurship (Okpara, 2011) provided by Schumpeter (1934) held that entrepreneurship is a process to advance economies whereby resources are allocated and organised to maximise societal benefits. Social entrepreneurship in modern times refers to breaking frames' (Dart, 2004; Emerson & Twersky, 1996) by departing from established norms by grabbing an opportunity to incorporate an innovative element into the marketplace for a social purpose (Corner & Ho, 2010; Leadbeater, 1997). However, both concepts, social enterprise and social entrepreneurship (Luke & Chu, 2013) point to filling a

market gap (Chell, 2007; Nicholls, 2010), and both terms arose as “strategic responses to the challenges faced by nonprofit organisations” (Dart, 2004, p. 413). While a strategic undertaking can relate to the change, direction and intended activity (Porter, 1996), it may not be entrepreneurial (Luke & Chu, 2013) or innovative in the sense of risk-taking (Kirzner, 1979) and creative destruction (Schumpeter, 1934). It is important to be aware then that social entrepreneurship by itself implies the presence of innovation for personal rewards—to enhance one’s recognition, reputation and growth (Drucker, 1985), but in the context of social enterprise, it is meant to convey a broader meaning of delivering positive social change and community benefits (Luke & Chu, 2013) through the use of novel, creative solutions (Weerawardena & Sullivan Mort, 2006).

Evidence (Luke & Chu, 2013) as shown in Table 2.2 indicates social entrepreneurship can emerge through varied approaches taken to conducting business activities. These may be represented as a process or service innovation. The innovations can happen incrementally via learning and reflection. Overall, entrepreneurship in social enterprises signifies implementing strategic management in accordance with a commercialisation—to be financially sustainable for accomplishing specific social outcomes. The case of the Institute for OneWorld Health (Seelos & Mair, 2005) illustrates this point. Victoria Hale, a former research scientist and reviewer of new drug applications for the US Food and Drug Administration was frustrated by the costly, logistical impediments preventing major pharmaceutical companies from developing drugs for the most needy in third world nations so she pioneered a nonprofit organisation to access capital that would ordinarily be unattainable by business. In presenting her unique model, OneWorld Health redesigned the chain of drug delivery to create value for all parties. It opened up a path for governments and large philanthropic companies to outlay the start-up costs as an incentive for biotechnology manufacturers to deliver affordable, effective medicines. Scientists and volunteers who are sympathetic to the cause donate additional precious resources in time, effort and intellectual property to make compounds, and bring pharmaceutical products to market in emerging countries (Mair & Martí, 2006; Seelos & Mair, 2005).

Table 2.2 Indicators of social entrepreneurship, adapted from (Clamp & Alhamis, 2010, p. 157)

Approaches	Activities
1. Adopt a mission to create and sustain social value besides organisational value	The organisation uses the mission to guide the development of sustainable social value.
2. Recognise and actively pursue new opportunities to serve the mission	The organisation pursues new opportunities to fulfil that mission.
3. Engage in continuous innovation, adaptation & learning	Processes are established for ongoing innovation, adaptation and learning including ways to keep accessing resources to ensure creating social value.
4. Act despite limitations of resources in hand	The organisation uses available options such as social impact investing, philanthropic & commercial means to sustain operations. Also, the organisation follows calculated risks while trying to offset perils of failure.
5. Exhibit strong accountability to constituents for organisational outcomes	The organisation strives to meet needs & values of its intended target markets while being inclusive of the communities where the business is operating.

Notions of social entrepreneurship evolved into two schools of thought (Defourny & Nyssens, 2010). One dominant view alludes to commercial endeavours being used to reinforce an enterprise's mission as stated. However, during the 1980s when social enterprises dramatically arose, entrepreneurship widened its perspective to include a second idea addressing those visionary leaders of enterprises who are capable of catapulting social innovation within wider spheres of influence in business. Recent attempts at defining key terms or discourse related to social enterprise are marked by ambiguity. Arguably, the inability to arrive at precise definitions is partially due to the proliferation and broad nature of endeavours in practice in conjunction with the aforementioned regionally specific manifestations of social enterprise (Defourny & Nyssens, 2010; Kerlin, 2013). Confusion over what constitutes a social enterprise, in all likelihood, stems from the fact that this type of business can encompass either a for-profit, nonprofit or hybrid entity that operates to provide employment and produce revenue which is chiefly reinvested back into operations (Hynes, 2009; Shaw & Carter, 2007). Table 2.3 portrays this diversity inherent in the gamut of social enterprise models driven by philanthropic to entirely commercial forces.

Table 2.3 The social enterprise spectrum, adapted from (Dees, 1998a, p. 60)

Exclusively Philanthropic <-----> Exclusively Commercial			
Motives Methods Goals	Goodwill Mission led Social value	Goodwill & self-interest Mission & market Social & economic value	Self-interest Market led Economic value
Key Stakeholders	Beneficiaries	Receive value	Subsidised rates or some pay while others do not
	Funders	Grants & donations	Below-market capital or combine donations w/market-rate finance
	Workforce	Volunteers	Below-market wages or combine volunteers & paid staff
	Suppliers	In-kind donations	Discounts or combine full-price w/in-kind donations

This paper will take the view that a social enterprise connotes a “business with primarily social objectives whose surpluses are principally reinvested for that purpose in the business or in the community, rather than being driven by the need to maximise profit for shareholders or owners” (UK Government, 2011, p. 2). This accounts for the economic and social sides of the business co-existing. According to Alter (2004), there are three different categories of ‘blended’ social enterprises: external, integrated and embedded. They are distinguishable by the way they operationalise the social and economic aspects of their businesses.

An external social enterprise not only separates its social value programs from its profit-making agenda, but the commercial activities are kept ‘outside’ of the organisation’s social counterpart. Generally another business will collaborate with the social enterprise so it can access funding of cash or in-kind donations for covering their social programs or operating expenses. The relationship between partners is a supportive one (Alter, 2004). An integrated social enterprise oversees both financial and social activities; however, each side is kept separate and usually the business functions in this manner by leveraging costs for the sake of efficiency. This relationship between partners is deemed synergistic (Alter, 2004). An embedded social enterprise intertwines its social and economic activities. All costs incurred are paid out of revenue earned from the business. The enterprise must function efficiently to garner mutual social and financial benefits. This type of social enterprise maintains a synonymous relationship between its two sides that are combined into one business (Alter, 2004).

Regardless of which model is adopted, management in a social enterprise may not aim to make a profit; rather, they can choose to maintain a break-even point. However, if management decides to achieve profit, they need to implement strategies to become more commercially viable. One option as explained above is for the enterprise to become linked to a separate establishment for financial support, including affiliating with a for-profit business as a subsidiary or as equal entities where one side is 'for-benefit' and the other one is 'for-profit' (Alter, 2004; Pitta & Kucher, 2009), charging fees for services or products to attain cooperative survival. The particular form an enterprise assumes should be determined based on which format is capable of mobilising and deploying resources to most effectively address the organisation's mission (Austin et al., 2006). Since social enterprises often do not have sufficient resources at their disposal to address social issues, this is accomplished by creatively pooling resources with others to bring value for stakeholders. This means social enterprises must develop capabilities to satisfy their commercial imperative by finding effective channels to market their products or services so they can make an impact to foster social transformation. The impact either relates to the number of people that the enterprise hopes to positively affect or it generally addresses the expected scope of change desired and its associated significance (Madill, 2010).

2.2.3 Mission for sustainable entrepreneurship

Owing to the consistency in social enterprises to create social value (Santos, 2012; Weerawardena & Sullivan Mort, 2006) certain organisations elect to cater to a nobler purpose of sustainable entrepreneurship (Schaltegger & Wagner, 2011) by adopting initiatives that adhere to principles for advancing sustainable development (Nicholls, 2006; Nicholls & Cho, 2006). The genesis of this concept can be traced to Hans Carl von Carlowitz, a seventeenth century mining administrator from Germany (Katz & Page, 2012-2013). He suggested harvesting saplings to replace trees that were cut down for silver mining. Forestry experts concurred with his opinion, condemning excessive wood consumption that would result in repercussions for future generations (Scoones, 2007). Contemporary usage of the term,

sustainability, on the other hand, is attributed to publication of 'The Limits to Growth' (Meadows, Meadows, Randers, & Behrens III, 1972) by a group of leading economists and scientists who declared if "the present growth trends in world population, industrialisation, pollution, food production, and resource depletion continue unchanged, the limits to growth on this planet will be reached sometime within the next one hundred years" (Meadows et al., 1972, p. 23). They predicted the consequences would be catastrophic to life on earth. A resolution to averting this crisis was proposed, namely, modelling a global system that could avoid immediate and uncontrollable devastation and be able to meet the basic material needs of mankind through less or zero growth in economic development (Katz & Page, 2012-2013).

Then in 1987 the World Commission on Environment and Development (1987) released its landmark report, 'Our Common Future', on behalf of the United Nations. The Commission conceived a plan for safeguarding human needs without destroying the natural system (Martens, 2006). The authors of this report coined the phrase, sustainable development, to mean "development that meets the needs of the present without comprising the ability of future generations to meet their own needs" (World Commission on Environment and Development, 1987, p. 383). Chairman Gro Harlem Brundtland explained that in formulating their definition of development, the Commission intended it to indicate improving mankind through economic activity because officials felt development is what people do to strive for self-betterment within the environment (World Commission on Environment and Development, 1987).

There was a surge of interest in sustainability post-publication of 'Our Common Future' by scholars and business practitioners seeking to contextualise this idea within a policy and business framework. This attention influenced the emergence of corporate sustainability (Montiel, 2008), described by Elkington (1997) as aspirations for adjusting the capitalist system to sustainability by being inclusive of: "economic prosperity, environmental quality, and social profit" (Elkington, 1997, p. 70). This concept also became known as the 'triple bottom line' or 'three pillars of sustainability' (United Nations, 2002). Elkington elaborated that each of these

elements symbolises the interconnection of "people, planet, and profit" (Elkington, 2012, p. 250).


Today the reference to sustainable enterprise can signify divergent notions. An archetypal social entrepreneur, for instance, is perceived as running a business to be financially sustainable to advance its mission, and the company is legally sustainable so that the structure will support its non-pecuniary mission irrespective of time constraints and other challenges that could force it to subjugate its goals for the sake of profit. Alternatively, a sustainable organisation might be dedicated to holistically advancing its triple bottom line. Thus, organisations fluctuate in the depth of their commitment to encourage environmental sustainability and social equity (Katz & Page, 2012-2013). However, those social enterprises seeking a path towards sustainable development will embed more proactive measures for protecting the environment, the economy, as well as extending social equity.

Social enterprises, by their very makeup appear to be ideally suited to contribute to sustainability because they function as a vehicle, merging business with social action to accommodate interests of their communities and government (Kerlin, 2010). Hence, their mixed nature enables them to operate to fulfil a social purpose rather than existing to maximise owner or shareholder profit even though they must remain financially sound. Further, their missions aim to build healthy, sustainable communities (Nicholls, 2006; Nicholls & Cho, 2006). For these reasons, social enterprises will be compelled to instigate marketing strategies to be able to maintain ongoing success within today's increasingly competitive marketplace. Despite many public and private companies similarly implementing corporate social responsibility initiatives, it is social enterprises that are escalating in strength and importance for shouldering this type of responsibility (Social Enterprise, 2013).

Table 2.4 represents the multifaceted nature of sustainability-oriented entrepreneurship. Four types are shown. What distinguishes each classification relates to the core motivation and desired results of each entrepreneur. Ecopreneurs, on one side, respond to environmental

problems to maximise profit whereas sustainable entrepreneurs, on the other side, are motivated by their environmental purpose. For the latter type, business provides the means and ends to meet that outcome. Schlange (2008) was the first person to specifically describe sustainable entrepreneurs. Schaltegger and Wagner (2011) more broadly underscored that sustainable enterprises have an ability to offer superior products or processes that are successful in the marketplace for generating new products, services, techniques and organisational modes that substantially reduce environmental impacts while increasing quality of life (Schaltegger, 2002). Such an ambitious undertaking to contribute to sustainable development by an organisation, to contribute to the marketplace and society however requires a radical market-driven push to facilitate this systemic course of events.

Table 2.4 Characterisation of different kinds of sustainability-oriented entrepreneurship, adapted from (Schaltegger & Wagner, 2011, p. 224)

	Ecopreneurship	Social Entrepreneurship	Institutional Entrepreneurship	Sustainable Entrepreneurship			
Core motivation	Help solve a environmental problem & create economic value	Help solve a societal problem & create value for society	Help change societal regulation & market institutions	Help solve societal & environmental problems by realising a successful business			
Primary goal	Earn revenue by solving an environmental problem	Achieve societal goal & garner funding in the process	Change institutions	Create sustainable development through entrepreneurial business activities			
Role of economic goals	Ends	Means	Means or ends	Means & ends			
Value creation continuum	Economic value		Socioeconomic value		Sustainable value		
							
	Traditional corporation	Corporate social responsibility	Socially responsible business	Nonprofit enterprise	Nonprofit w/some earned income	Social enterprise	Sustainable social enterprise

Often it falls on one person or a small team of intrapreneurs—the people working within an organisation—who are responsible for the vision to address unmet demands of groups of stakeholders (Gapp & Fisher, 2007) by taking an idea and implementing an action plan. If a group demands an environmental improvement for cleaning up waterways, for example, then

an environmental organisation may spring forth. An offshoot can occur whereby this weak 'fringe' group may develop an innovative product or service that fills a niche in the marketplace (Schaltegger & Wagner, 2011), and a shrewd entrepreneurial marketer in this organisation will recognise and seize the opportunity (Certo & Miller, 2008) to simultaneously embrace sustainability and to make a profit grounded in the application of conventional marketing practices. This situation parallels how a social enterprise can offer products or services through marketing to make a profit while serving social and environmental purposes except the literature is not fully developed about how the marketing paradigm operates in this environment. The next chapter will explain nonetheless how the marketing function evolved from commercial to nonprofit organisations.

2.3 Summary

Chapter two reviews the sequence of literature moving from social enterprise to entrepreneurship before it focuses on third sector organisations engaged in sustainable entrepreneurship. Chapter three continues the discussion, starting with a review of literature on the marketing and social marketing activities that these organisations engage in with their stakeholders.

CHAPTER 3: LITERATURE REVIEW – PART B

3.1 Background

Chapter three covers the remaining relevant topics to justify the inquiries of this study. This chapter opens by highlighting the historical course of marketing. Then concepts to date in the fields of commercial and nonprofit marketing are reviewed, including their evolution into the branch of social marketing followed by accountability. At the end of this chapter, the literature review highlights applicable theory, and it exposes the gap in the academic body of knowledge that was answered by the research questions in the ensuing project.

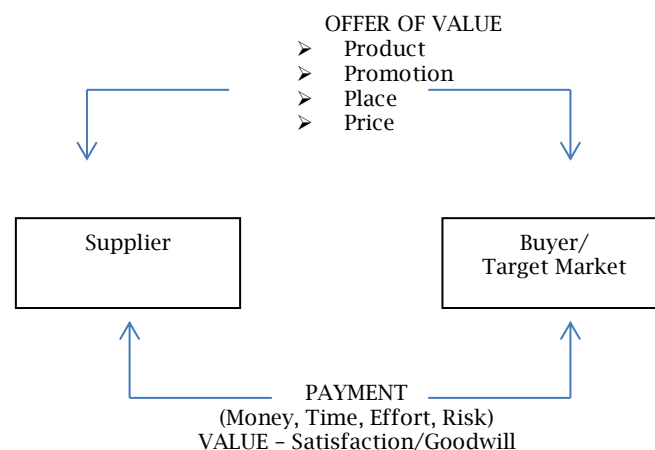
3.1.1 Historical course of marketing

Marketing as a term varies slightly by author or geographic region, but the scope of meaning was traditionally defined in a broad sense. “It has been described as a business activity; as a group of related business activities; as a trade phenomenon; as a frame of mind; as a coordinative, integrative function in policy making; as a sense of business purpose; as an economic process; as a structure of institutions; as the process of exchanging or transferring ownership of products; as a process of concentration, equalisation, and dispersion; as the creation of time, place and possession, utilities; as a process of demand and supply adjustment; and many other things” (Marketing Staff of the Ohio State University, 1965). Figure 3.1 illustrates how today marketing is perceived as an exchange in offering and receiving something of value using the marketing mix otherwise known as the 4Ps (Perreault Jr, Perreault, McCarthy, & Cannon, 2006). Marketing thus translates into offering a product at a fixed price and place using promotion to conduct a transaction in exchange for a form of payment (The Marketing Association of Australia and New Zealand, 2013).

The American Marketing Association’s definition of marketing also emphasises that marketing entails a greater function than communicating by creating and delivering programs or services to target publics (American Marketing Association, 2013). Marketing management has become very sophisticated in evaluating, planning, implementing and controlling programs to maximise

their effectiveness (Kotler & Zaltman, 1971). Therefore, marketing management should not relegate its role to being an afterthought; rather, it should be elevated to the same status as financial planning or evaluation of performance in reaching one's mission (Leroux Miller, 2010).

Figure 3.1 The process of exchange, adapted from (The Marketing Association of Australia and New Zealand, 2013)



Over time the field splintered into sub-disciplines which is “consistent with a general model of inter-sector transfer of marketing concepts and tools from the commercial to the nonprofit sector” (Andreasen, 2002, p. 4). While there is little, but gradually unfolding empirical research on marketing (Mitchell et al., 2015b) and social marketing (Mitchell et al., 2015a) in social enterprises in the peer-reviewed literature, it is customarily linked to well-established writing for practitioners on nonprofit marketing. Pope, Sterrett Isely and Asamoah-Tutu (2009) highlight however that certain traditional marketing strategies are not conducive to the nonprofit sector (including those types of organisations falling within the third sector umbrella that include social enterprises). How does traditional for-profit marketing differ from nonprofit marketing? Under the standard view, marketing is perceived as a “management process responsible for identifying, anticipating and satisfying customer requirements profitably” (Chartered Institute of Marketing, 1992). Since nonprofit organisations are not in business to make profit for shareholders or owners because they reinvest their surplus towards attaining a broader social mission, there is a contradiction between the expected outcomes of marketing in a for-profit firm versus a nonprofit organisation. Yet, the process itself is what for-profit and nonprofit

marketing have in common. Planned social change still revolves around an exchange process taking place between a client and a change agent (Niehoff, 1966). An explanation of what nonprofit marketing stands for provides further clarification.

Nonprofit marketing is defined as: "the function of a nonprofit organisation whose goal is to plan, price, promote, and distribute the organisation's programs and products by keeping in constant touch with the organisation's various constituents, uncovering their needs and expectations for the organisation and themselves, and building a program of communication to not only express the organisation's purpose and goals but also their mutually beneficial want-satisfying products" (Lamb, Kotler, & Ferrell, 1987, p. 5). Constituents are the organisation's stakeholders (McLeish, 2011; Padanyi & Gainer, 2004), consisting of clients, customers, volunteers and donors. Clients are beneficiaries of the organisation's output. Customers are consumers of the nonprofit organisation's products or services. Volunteers are people willing to help support the cause as unpaid workers. Donors are those people who give money, time or other resources to support the organisation's cause. Although each group is distinct, individuals may take part in overlapping roles.

The process of nonprofit marketing is initiated by having management in the organisation get close to and listen to its audiences to evaluate: who are their target markets (Rupp, Kern, & Helmig, 2014), what are their wants and needs, and then predict what kind of marketing will effectively reach them (McLeish, 2011). Again, this differs from a for-profit business since an exchange often involves abstract products or services such as spreading advocacy to assist underserved members of society. It is important to note that features of a nonprofit organisation's products or services may be imposed by government, foundations or institutions when they are responsible for funding or regulating associated programs (Leroux Miller, 2010). Therefore, nonprofit organisations have customers from highly segmented markets and certain costs may be dictated by prices set by funders. The following sections discuss how the marketing process is carried out.

3.1.2 Approaching market research

The first step in marketing is conducting research. An environmental analysis will need to be performed in order to appraise the scope of the organisation's competitive environment.

Research commences with a scan of the organisation's market environment to reveal strengths, weaknesses, opportunities and threats (SWOT) (Hladchenko, 2014) that are linked to its cause. Conducting this SWOT analysis will elucidate what is the current situation of the organisation so it can project what should happen to move it towards its objectives in terms of: implementing internal and external criteria for functioning, utilising available resources including those of staff and their associated skills or partners. This analysis also helps to establish systems, to learn what obstacles should be avoided and what outside policies or competition could affect the organisation (Leroux Miller, 2010).

When this research stage concludes, six areas should be highlighted to carve out a niche for the organisation (Goerke, 2003). Firstly, the analysis will need to show the causal work that the nonprofit organisation is undertaking, noting which constituents are being served, and detecting whether any potential changes in events would impact on the mission to warrant alterations being applied. This information will allow the nonprofit organisation to opt for following a limited marketing approach with a few programs catering to a smaller audience or to decide to pursue the reverse direction by charting a broader course. Secondly, the nonprofit organisation has to create a value proposition to appeal to its stakeholders. Thirdly, the organisation has to learn about its competitors in terms of external as well as internal forces that may be impinging on its resources. Fourthly, it is essential for a nonprofit organisation to identify its strengths, including any areas of expertise by describing what distinguishes it from its competition. Fifthly, a budget must be formulated so staff will know how much should be allocated in time, money, staff and services towards marketing and fundraising. Then it is prudent to review the budget periodically to see if programs and promotion are delivering an expected return on investment or if adjustments need to be made such as discontinuing services or programs in favour of launching new ideas. At this point, commitment from top management

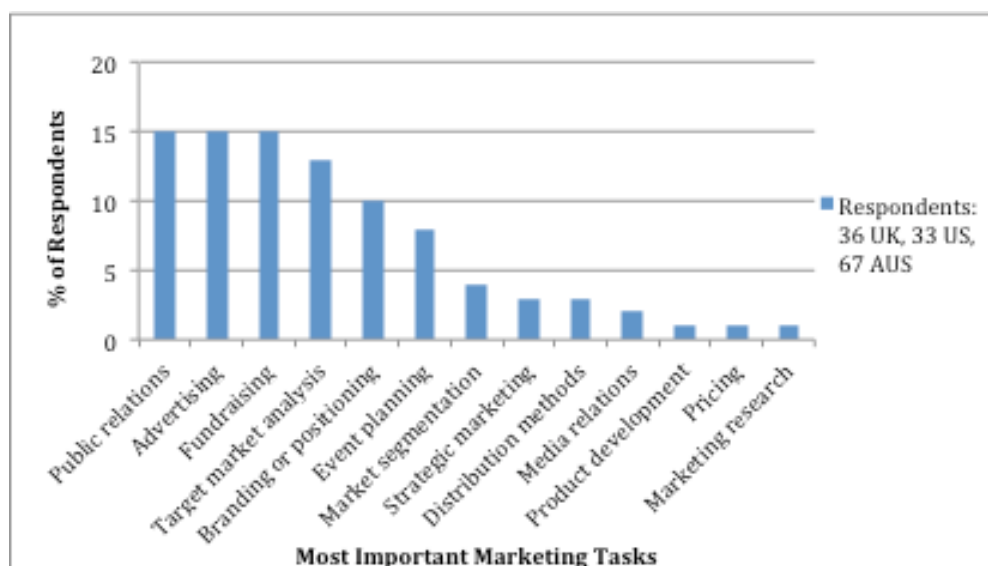
has to be secured to ensure the possibility of gaining a measure of success with whatever competitive strategies will be selected for implementation (McLeish, 2011; Ramaseshan, Ishak, & Rabbanee, 2013). Carefully selecting one's business strategies is a crucial step, considering the increase in competition within the nonprofit sector.

Nonprofit organisations can take precautions to override the heightened market competition. First, it is advisable for organisations to add new programs or business entities to help them to maximise their competitive posture by acquiring new streams of income and sponsors because the majority of them cannot afford to specialise in providing only one service activity. Second, the flooding in many markets with competition triggered an inroad of new experts for similar services or a parity situation. This can lead to what is known as 'commoditisation' (Reimann, Schilke, & Thomas, 2010). When this occurs, a nonprofit organisation should question whether it is better to merge, disband or change its focus altogether for survival. Third, a nonprofit organisation should adopt multiple strategies with a long-term perspective. Fourth, the proliferation of nonprofit organisations made them less culturally favoured in society today; this fact should compel them to actively review and be prepared to redress strategies as warranted. Fifth, one's stakeholders define the market; therefore, it is beneficial to allow an organisation's target publics to become more actively involved in organisational planning. Harnessing the public's interest helps to create a climate to serve mutual 'communities of interest' (McLeish, 2011).

A cross-country comparative study of nonprofit managers from the UK, US and Australia indicated that respondents were aware of this need to become more competitive (Dolnicar & Lazarevski, 2009). However, it was found that marketers share a belief in the importance of a few rather than a raft of marketing tasks as seen in evidence from Figure 3.2. They also limited their views on the top activities for marketing to a few options: public relations, advertising and positioning or image building. It was concluded that most organisations therefore continue to restrict their engagement, having a mindset centred on the organisation over the customer.

Since nonprofit organisations lag behind in their strategic marketing practices, it was concluded this prevents them from reaching their full marketing potential. The reason for this limitation could be correlated with the fact that only one-fifth of the respondents in the study claimed they have any formal background training in their discipline, demonstrating their lack of pragmatic knowledge. Authors recommended practitioners would benefit from adopting a fuller marketing orientation which does not try to sell a 'perfect' service, but instead seeks to understand which services the market truly requires (Dolnicar & Lazarevski, 2009) and cater their efforts accordingly.

Figure 3.2 Marketing areas & most important related tasks in nonprofit organisations, adapted from (Dolnicar & Lazarevski, 2009, p. 285)



Another obstacle for marketers to overcome harkens back to the notion that marketing is viewed as strictly a commercial activity, lying outside of nonprofit organisational marketing parameters so it deserves limited conscious effort. However, Kotler and Levy (1969) assert that marketing already plays a key role in these organisations whether it is enacted consciously or not and therefore requires due attention. All organisations must reach their stakeholders with messages—this is a form of marketing in itself. Nonprofit organisations should therefore try to become proficient in marketing because they conduct business in the marketplace and have to deal with issues like increasing competition. Marketing can help to counteract these pressures,

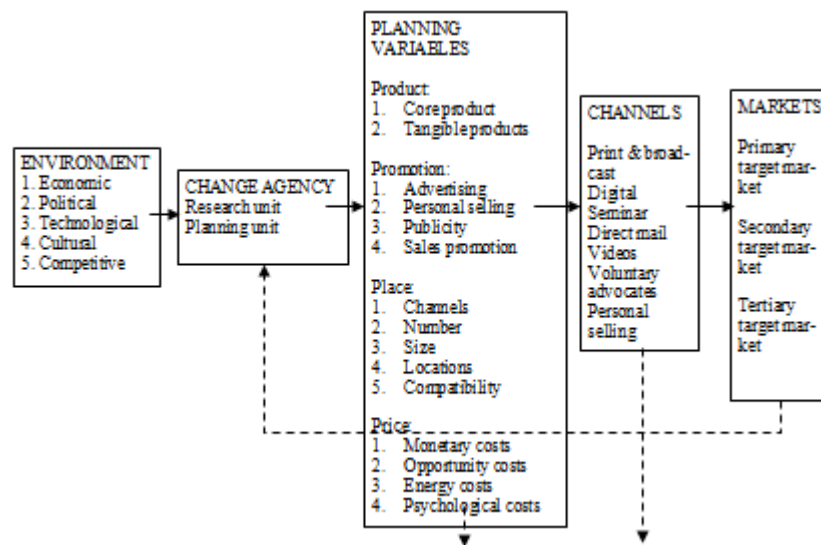
allowing nonprofit organisations to strengthen their contributions to society as well as manage their own financial sustenance (Kotler, 1979).

3.1.3 An overview of social marketing

Aside from developing a marketing plan to sell goods or services, third sector organisations generally pursue social marketing programs to achieve behavioural change for social good. This aspect is inextricably tied to fulfilling the mission within social enterprises. Social marketing is realised by adopting specific interventions to facilitate desired effects. Literature on social marketing shows the practice progressed since its roots took hold during the early 1970s when academics wondered if commercial marketing practices could be applied to advance social causes (Kotler & Zaltman, 1971).

Social marketing underwent four stages of development. In stage one the focus shifted from changing attitudes to behaviour by discarding/reducing an undesirable behaviour or maintaining/propelling a desired behaviour (Dibb & Carrigan, 2013) depending on the situation at hand. Then in stage two Professor Lee (2011) laid out a consensual model to construct a planning process to promote social marketing as depicted in Figure 3.3. Next, in stage three interventions were directed to wider audiences. Unlike traditional campaigns that were only targeted downstream towards an end-user or beneficiary, Andreasen (2006) proposed social marketing should also be aimed at those midstream peers or associates of a beneficiary including: relatives, friends, acquaintances, role models along with those upstream organisations and institutions that are salient, potentially for their ability to exert a positive influence to reinforce an intended outcome. Lastly, in stage four new media platforms were adopted to expand the promotional toolbox of social marketing. While mass communication media remains significant, in light of the ever-changing, interactive technological landscape, it is now well accepted that social marketers should also engage in digital channels offering broader pathways for reaching one's audiences (Dibb & Carrigan, 2013).

Figure 3.3 The social marketing planning system, adapted from (Kotler & Zaltman, 1971, p. 10)



This system is intended to enable an organisation to:

- Clarify the background, purpose and focus of its social marketing agenda
- Carry out a situation analysis
- Create a profile of its target markets
- Set marketing objectives
- Identify constraints, benefits and competition
- Write a positioning statement
- Decide on marketing mix strategies
- Devise an evaluation plan
- Establish a budget
- Choose an action plan

In its current state social marketing is seen as having an innovative influence on the process of social change (Dibb & Carrigan, 2013) by encouraging people to behave in a socially responsible way (Idowu, Capaldi, Zu, & Gupta, 2013). Managers design, implement, and control programs that are aimed to facilitate acceptance of a social idea or practice of target adopters (Andreasen, 2002). The kind of intervention chosen will generally be contingent on the motivation, opportunity and ability (Kaczynski, 2008) or barriers of the target public to transform their

behaviour—essentially, the likelihood of an individual to be prone, resistant or unable to change. Approaches may include a separate role for handling the social marketing, community mobilisation and structural change. Otherwise, these tasks can be managed via collaborative efforts, and should be handled appropriately depending on whether the source of constraints emanate from individual, community or structural levels (Andreasen, 2002) as seen in Table 3.1 herein.

Table 3.1 Collaborative social marketing approaches given the source of constraints to action, adapted from (Andreasen, 2002, p. 9)

Problem	Level of constraint	Social marketing goals	Community engagement	Type of structural change
Motivation	Individual	Create awareness; promote upsides & lower expenses	Stimulate media cooperation	Input web links for enlarging access to individuals
	Community	Encourage opinion leaders to stir others	Foster awareness & increase public concern	Initiate incentives to organise groups
	Structural	Advocate for structural rewards or penalties	Stage briefings	Modify structures w/rewards or penalties
Opportunity	Individual	Foster awareness of opportunities from behavioural change	Stimulate business & political alliance	Adjust economic positions to inspire greater involvement
	Community	Encourage business to help w/change agents	Dispense w/repressive social norms	Revoke antitrust restrictions so business can cooperate
	Structural	Encourage government to hold programs on their sites	Pressure legislators	Offer subsidies & alter physical environments
Ability	Individual	Model ideal behaviour	Demonstrate individualised change tools to groups	Use government buildings to provide training
	Community	Offer communication tools for outreach	Lead group training	Use government buildings for group training
	Structural	Stress elimination of public disincentives	Modify community structures voluntarily	Eliminate public disincentives

3.1.4 Points of differentiation in causal marketing for the marketing mix

Social marketing is a separate task, but complementary to competing at product and brand levels. Practitioners still formulate marketing plans to achieve aims, but marketing that is devoted to promoting a cause involves making adjustments to the marketing mix. It can be challenging. In designing products for the social arena, the marketer can more readily identify

the social change that is sought than to figure out a meaningful way to segment target publics and create innovative products that will motivate a purchase and cater to the social cause. However, if an enterprise sells unique products or services that offer points of differentiation, it can become profitable. An organisation can produce competitive lines and incorporate a social purpose into their marketing mix by: using local resources or extending the option to buy into an exclusive service model by offering products that reflect societal needs (Seelos & Mair, 2005). Evidence shows customers may even be willing to spend more for quality products with attached social meaning (Yang, Wu, Kao, & Cheng, 2012). Sekem (Mair & Martí, 2006; Seelos & Mair, 2005), a sustainable and holistic organisation, illustrates how this works in practice. Their founder's foray in 1977 into introducing biodynamic agriculture led to the production and sale of a profitable range of organic cotton and foodstuffs in Egypt. Its products are not the cheapest in the market, but they are highly sought after by consumers; and as a result of its efforts, the business helped to curtail the application of harmful pesticides along with diverting profits in programs to alleviate poverty and satisfy basic human needs.

What is important to note from a marketing standpoint is that differences in pricing strategy exist between traditional versus causal marketing. Price should be determined by what seems adequate, is capable of offsetting normal expenses and it should incorporate any distant costs in the form of monetary, opportunity, energy and psychological tolls (Kotler & Zaltman, 1971). Distant costs can register highly when one is faced with decisions about where to invest one's money. Thus, a marketer has to make sure the rewards for buying a product outweigh its costs. Sometimes customers can be divided based on their ability to pay so those with greater financial ability will be charged higher fees to subsidise the costs incurred by those less advantaged (McLeish, 2011). If there are not any pricing distinctions or differences between choosing a product that is offered by a for-profit company as opposed to a nonprofit organisation, then a consumer may be swayed to support the latter organisation for the sake of supporting a social cause.

One final point regarding how casual marketing differs from traditional marketing concerns the frequent inclusion of an extra P, namely of policy in the marketing mix. Nonprofit organisations face a profusion of rules and regulations to conduct ordinary business when they work towards the benefit of social causes such as securing approval for deductible gift recipient (DGR) status in Australia—a way for donors to claim tax deductions through the Australian Taxation Office (ATO). This process requires an organisation to register with the Australian Charities and Not-for-profits Commission (ACNC) and file periodic reports. Therefore, marketing managers must factor in all applicable policies, rules or requirements that their organisations might be obligated to follow which can become an asset or a barrier when engaging in behavioural change for social good (Leroux Miller, 2010).

3.1.5 Differences in climate between traditional versus entrepreneurial marketing

Studies (Maritz, 2011) show traditional marketing functions in a consistent climate where market conditions tend to be continuous, and organisations respond to apparent consumer needs. On the other hand, literature on entrepreneurial marketing reveals it operates in an uncertain climate where market conditions tend to be discontinuous because consumer and other stakeholder needs are harder to gauge. Implications from this research show that it is important to solidify and maintain a range of relationships with an organisation's stakeholders. Shaw (2004) reminds that social enterprises are already accustomed to networking with their community to involve members in accepting their vision and procuring necessary resources to satisfy social demands using creativity and innovation. Entrepreneurial marketers should therefore strive to become more consumer-centric in managing relationships, marketing to a spectrum of clients, volunteers and donors to nurture success. This element is seen as vital for giving social enterprises an advantage over their for-profit competitors (Hills, Hultman, & Miles, 2008). What is additionally imperative are managing risks and overcoming setbacks to derive value that can translate into attaining financial, social, or environmental benefits for individuals or communities (Thompson & Doherty, 2006).

The market for this type of organisation's products or services comes from two sources—individual paying consumers or businesses whom contract with the social enterprise to provide a service, frequently disbursed through public funds. If funding runs out when an agreement finishes, it puts the organisation in a precarious situation when it is reliant on one contract without having other revenue streams because the business could ultimately fail, putting employees out of work as well as not being able to fulfil its underlying social mission. Due to the multitude of intertwined relationships, researchers argue this is another reason why a social enterprise's stakeholders are entitled to provide input into organisational decision-making (Andreasen, 2006), including considerations about social marketing interventions.

3.1.6 Social marketing for sustainable entrepreneurship

As previously noted, there are many kinds of interventions to select to instigate a change in behaviour. One choice may not turn out to be the best approach to be undertaken. Two criteria to judge whether an option that is adopted is sound are effectiveness and appropriateness (Andreasen, 2002). Hornik (2002) claims the effectiveness of an intervention can be determined by three conditions: whether a campaign really exemplifies social marketing or it is being disguised purely as a communications campaign; whether it demonstrates behavioural change outcomes instead of simply leading to heightened awareness or a change in attitude; and whether a social marketing campaign significantly influences an effect since alternative factors could contribute to a change. Appropriateness, on the other hand, can be gauged by determining if a particular social marketing campaign presents the best intervention to be implemented under the circumstances, and to consider the ethics of using that premise to formulate a social marketing campaign because all campaigns should conform to societal standards and conventions.

Social marketing seems to be the most effective and appropriate approach to take to tackle sustainability issues. For instance, studies show general knowledge of 'carbon literacy' ranks high; yet, there is ample room for social marketers to raise perceptions of how climate change is

likely to evolve, what systems contribute the most to it, and how people can make a difference in responding to this threat (Peattie & Morley, 2008). Unfortunately, most social marketing campaigns for sustainability are strictly oriented to the component of building awareness (McKenzie-Mohr et al., 2011). Information-based programs are not likely to change behaviour in any substantive way. Additionally, altering attitudes may not bring long-term change if it ignores environmental as well as complex social, structural and institutional barriers listed in Table 2.4. One important framework that does promote sustainable behaviour is community-based social marketing. When this approach is delivered in the community by eliminating such barriers for changing behaviour while simultaneously fostering an activity's benefits, then it can bring effective results due to its practical nature. The following method describes how community-based social marketing works in practice (McKenzie-Mohr et al., 2011, p. 4).

1. Choose a particular behaviour to target: consider its impact, including the level of penetration that it achieved, and the probability that individuals will adopt a specific intervention for behavioural change.
2. Identify barriers and benefits to conform to this behaviour: scan the environment using observations, focus groups, surveys and other research instruments.
3. Develop a strategy that reduces barriers while concurrently increasing the behaviour's perceived benefits using the traditional marketing mix for products and promotion, but make adjustments by adding incentives for price, convenience for place, and then augment the strategy by factoring in prompts, norms and ways to bolster social diffusion and gain commitments.
4. Pilot the strategy and move forward with the intervention, making any necessary changes.
5. Evaluate broad-scale implementation along with conducting periodic ongoing evaluation afterwards.

Significantly, any social marketing programs introduced for sustainability by delivering messages on climate change science firstly have to be salient, legitimate and credible. Secondly, adaptation messages must be framed to overcome the complexity and uncertainty of negative impacts, and general disbelief over efficacy of individual action being able to mitigate the consequences of climate change (Moser & Dilling, 2004; Nerlich, Koteyko, & Brown, 2010). Evidence further shows (Defra, 2007) that powerful messages on sustainability should use appropriate terminology and avoid alarmism, but bring out emotionalism to persuade consumer behaviour towards making sustainable options (Uzzell et al., 2006). Insights into a study, 'Research into motivating prospectors, settlers and pioneers to change behaviours that affect climate change' (Rose, Dade, & Scott, 2007) suggested that marketing campaigns should: personalise and customise the issue for the target audience; focus on benefits such as cost-savings or convenience; mesh behaviours with positive self-images that consumers can easily act upon locally; and craft messages in ways that are informative, interactive, distractive or entertaining in order to be well-received.

One caveat that all social marketers should heed is warding against danger of negative competing influences. Counter-marketing, disinclination, public apathy or social discouragement (Peattie & Peattie, 2003, p. 376) might undermine the adoption of desired behaviours. Practitioners need to find ways to thwart these threats. Further, companies' propensity to present deceptive or exaggerated solutions strictly for the sake of capitalising on sales called 'greenwashing' created another challenge to overcome in persuading consumers about the legitimacy of following a marketer's suggestions. It is also difficult to reach and motivate sceptics who require individualised approaches to issuing strategic communications. Lastly, efforts must be expended to bridge the gap between people's prevailing empathetic attitudes on climate change that do not match their demonstrated behaviour (Ockwell, Whitmarsh, & O'Neill, 2009). To compensate for all these problems, Peattie et al. (2009) suggest replacing social propositions with products that translate into a societal benefit and implementing persuasive devices to gain acceptance so targets publics will adopt and maintain

more desirable social behaviour and for marketers to consider the degree to which one possible approach will match a hoped-for outcome over an alternative. Marketers should solicit adopting specific pro-climate behaviours via delivering targeted messages across popular digital platforms. In addition, they can capitalise on opportunities to tap into the increasing preference for leading healthier lifestyles, and the pressing need for adjusting to a lower-cost, lower-carbon economy in society. Blending these elements into a creative campaign offers the potential for creating solutions towards a sustainable future (Peattie et al., 2009) along with finding ways to stand out from competitors.

3.1.7 Assessing an organisation's strategic value proposition

Connecting with stakeholders begins by creating the value proposition, showing what they value and, in turn, what the organisation is able to deliver—that becomes its competitive advantage (Payne & Frow, 2014; Rintamäki, Kuusela, & Mitronen, 2007). First, an organisation develops this advantage by looking at any past and current strategies to see if they were operationalised well in meeting organisational objectives by appraising its: personnel and expenditures put towards accomplishing their goals; evidence of support for its activities by target publics; and verification that the strategies implemented were aligned with societal trends. Second, studying demographics will help an organisation to predict where society is headed, to understand the groups that it serves, and to clarify the value they are seeking in relation to organisational objectives. Third, the economy is a strong indicator of the financial health of society so it must be considered. Fourth, technology is a vital component for observing global phenomenon to decide how best to interact with stakeholders (McLeish, 2011).

Alvin Toffler (1980) refers to contemporary consumers as 'prosumers'. Not only do they collaborate online, but technology can bring organisations closer to their audiences (McLeish, 2011) due to it enabling them to engage better with their audiences. By appointing a staff member with technical expertise and the willingness to invest a relatively minimal amount of

capital in online marketing, it can facilitate the exploitation of online resources and opportunities (Pope et al., 2009), capturing greater support for a social cause.

3.1.8 Implementing strategies for building competitive advantage

Success in causal marketing is contingent upon the organisation negotiating on an ongoing basis with its stakeholders to facilitate their loyalty and patronage, and as stated, by offering differentiation through presenting unique programs and products. Organisations that follow intuition or a de facto approach pursue four recurrent strategic courses, but these are not very effective. The first one is a strategy of hope that allows events to dictate an outcome. This is the most highly utilised method. Due to the uncertainty it implies, a passive stance will arguably not help an organisation to endure. The second choice is pursuing a strategy resulting from crisis, a common approach when organisations appeal to people's emotions for dollars, but it wears on funders' patience and thus is not a good long-range direction. The third kind of strategy is maintaining the status quo without any coordinated effort. Management's style remains command and control. Fellow staff and supporters are only guided by adhering to existing programs. The fourth possibility is neither measuring the costs of implementing any strategies nor any associated impacts. This course is symptomatic of following blind loyalty, and represents a push towards management's wants and needs instead of taking organisational stakeholders into account (McLeish, 2011).

To maximise an organisation's desired outcomes for reaching its mission, management should execute one or more market growth strategies. A first strategy is securing greater involvement of existing stakeholders. This will instil a greater sense of loyalty. A second approach is forging closer relationships with stakeholders after introducing new product features or new services. This will create confidence in the marketplace. A third option is expansion by targeting new markets. A fourth area is pursuing vertical integration for growth by opening up new business offerings while managing existing ones. Finally a fifth, but more complex strategy is venturing into diversification or merging with another organisation, especially if the businesses can

combine their expertise in an area to allow them to achieve synergy for better results. A merger can give greater advantages in acquiring skills, resources or alleviating financial strain and pressure by donors (McLeish, 2011).

Although success of an enterprise is usually associated with the third option of expansion (Delmar, Davidsson, & Gartner, 2003; Dobbs & Hamilton, 2007), research demonstrates that not every business desires to enlarge or will undergo the same experiences to reap growth (Donohoe & Wyer, 2005; Wickham, 2004). This is especially true in the case of small nonprofit businesses. Social entrepreneurs may be uncomfortable operating in the marketplace. Their vision is usually geared to achieving social value and enhancing the wellbeing of their target publics (Certo & Miller, 2008; Hynes, 2009). Therefore, they might encounter difficulties balancing the social ethos of the firm with rudimentary commercial imperatives (Shaw & Carter, 2007). A trade-off between the social and commercial obligations might have to be made to satisfy the interests of multiple stakeholders (Doherty et al., 2009). Nonetheless, long-term survival of an organisation depends on continuing to develop the commercial entity and manage resources while balancing its commercial and social remit (Hynes, 2009).

In social enterprises, innovation can be successfully harnessed to build greater competitive advantage by having organisations turn idle resources into productive sources of capital. This strategy of 'creative resource activation' (Yang et al., 2012, p. 262) enables social enterprises to create their own wealth according to Shore (2005), neither deferring to the patronage of charitable donations nor receiving government subsidies for survival. By developing this aptitude and building a solid branding campaign that focuses on an organisation's social aspirations, together these elements can translate into a powerful value proposition that entices prospective stakeholders to contribute financial support, manpower and other resources (Austin et al., 2006; Sherman, 2006). Implicit in this notion is the skill of its management to mobilise people to join its cause (Coy, Shipley, Omer, & Khan, 2007), lending their support for

bringing to market competitive products and services (Coy et al., 2007; Haynie & Shepherd, 2009).

3.1.9 Networking

Networking is another important tool to market one's products by letting target publics directly learn about an organisation (Leroux Miller, 2010). It can happen by joining industry associations, collecting testimonials and making direct contacts as a basis for referrals. Word-of-mouth marketing is relatively inexpensive and is regarded as a highly trusted medium (Barber & Wallace, 2009; Buttle, 1998). Moreover, since social enterprises are in business to create a public benefit, they are generally viewed as credible so a marketer may find it easier to position its organisation as an expert via online and traditional media networks (Leroux Miller, 2010). Whatever networking strategies are chosen, these must be inclusive of all target publics, be smoothly integrated into operations, and be readily measureable to garner success (Pope et al., 2009). Next is an explanation of how social enterprises use metrics to capture the impacts of their performance in the literature.

3.1.10 Social impact measurement for accountability

Applying conventional economic auditing measures such as cost management or profit fail to sufficiently assess both the actual social and financial value (Smith, Besharov, Wessels, & Chertok, 2012) of a social enterprise (Darby & Jenkins, 2006). The test of organisational success rests on its performance over a range of impacts. For instance, it is the responsibility of an organisation to precisely define its social value and corresponding impact on social change (Hynes, 2009) as indicators of its performance (Bull, 2007). By complying with social auditing, an organisation can view how its programs and products are performing on a macro level, and perceive how it is faring against competitors on a customer and market micro level. However, capturing data on social impacts is a diffuse process because it may include: "any metric that organisations, or those who evaluate them, use to ascertain progress toward stated goals and objectives, be it behavioural, skill based, or assessment of outcomes..." (Connolly & Kelly, 2011;

Lane & Casile, 2011, p. 241) Austin et al. (2006) claim many organisations utilise ad hoc measures that are determined by stakeholders. Further, social auditing is fraught with problems because the process of identifying and quantifying intangible aspects of an organisation's operations to report on is difficult to measure. Yet, any discussion on accountability presumes that respondents will need to, at least, answer these questions: Who is the organisation accountable to? What are they accountable for? And how (Connolly & Kelly, 2011) is that accountability being complied with (Patton, 1992).

Social auditing is a relatively new practice, but it is gradually infiltrating nonprofit organisations (Connolly & Kelly, 2011) in conjunction with reporting on financial performance. Theoretical underpinnings for social impact measurement are drawn from accountability, legitimacy and user-needs theories (Connolly & Kelly, 2011). Accountability refers to how well an organisation measures and compares its performance against established benchmarks for satisfying its value-laden motives and agendas. Legitimacy is ensuring that an organisation can justify its efforts were conducted ethically and expenses were in line with allocated budgets. Lastly, the users-needs paradigm reflects that an organisation adequately shows how it fulfils its social, political and economic interests to any mandatory reporting agencies. However, it is a complex task to comply with this measure of performance.

Organisations that offer social services are involved in a web of numerous relationships that require accountability to multiple stakeholders: customers, funders, the community and associated organisations within their networks. Each relationship may require administering a different technique for accountability because each stakeholder may hold a different view of the world that is informed by competing theoretical models. In modern democracies, models of accountability stem from neo-liberal, social democratic and communitarian theories (Walker, 2002) that surfaced at various points of political economic history. Neo-liberal theory enjoyed a resurgence during the end of the twentieth century when government deregulated or privatised services, enabling representative parliamentary democracy and market forces to handle former

public services (Foucault, 1980). This laissez faire mentality gradually led to a moderate social democratic approach (Keynes, 1987) whereby government intervened in representative democracy for the sake of overseeing a rational planning role to spur growth. Political parties negotiated with trade unions and industry representatives, and accountability was ensured through the use of neutral players such as commissioners and ombudsmen. Alternatively, advocates for communitarian theory posited for direct democracy and equal participation by allowing for all citizens to have rights in decision-making. Under this scheme, leaders became accountable to all members of a system of decentralised communities (Daly & Cobb, 1994). Since multiple theories exist, organisations should therefore create a field of discourse that facilitates retrieving input and obtaining support from all relevant stakeholders among the other reasons mentioned, to know and understand which models of accountability they hold to be able to appropriately respond and maintain these relationships (Walker, 2002).

In practice, more organisations are participating in social auditing due to the growing recognition of the need to account for a broader framework that satisfies five types of capital by which humanity derives goods and services that are needed to improve the quality of our lives. These include stocks of human, social, financial, natural and manufactured capital. People are consuming these stocks quicker than they are being produced. Unless this rate of this consumption is controlled, mankind will be unable to sustain these vital stocks in the long-term (Porritt, 2007). On the other hand, by maintaining and increasing these forms of capital, it will be possible to live off the income generated from these resources without reducing the base. In order for this to happen, organisations and individuals will have to be responsible for sustainably managing all of them.

This five capitals model (Parkin, Johnson, Buckland, & White, 2004) provides a way to understand sustainability in terms of the economic concept of wealth creation. A sustainable organisation will maintain and, wherever possible, enhance each of the stocks of capital assets rather than deplete or degrade them in the process of producing and distributing products and services. The model laid out in Table 3.2 explains how wider environmental and social issues can affect long-term

profitability (Porritt, 2007). It can also be used to envision how sustainability applies to an organisation's operations, products and services, stemming from giving consideration to what an organisation needs to do in order to maximise the value of each capital stock. Perceiving the impact of an organisation's activities from this broader outlook demonstrates that managerial decisions can lead to more sustainable outcomes without having to resort to making sacrifices or trade-offs (Forum for the Future, 2014).

Table 3.2 Five capitals model, adapted from (Parkin et al., 2004, pp. 12, 39)

Types of capital	Definition	Examples of stocks of resources	Examples of flow of benefits to be expected from a healthy stock of relevant resources
Natural	Resources & services provided by the natural world	Land, sea, air, vegetation & ecological systems	Better food, water, energy, waste & climate
Human	Energy, motivation & capacity for forming relationships along with intelligence & health of individuals	Knowledge, skills, health, motivation & spirituality	Happiness, creativity, innovation, work, energy & ability to participate
Social	Social groupings that add value to individuals	Families, communities, workplaces, organisations, governance systems & schools	Security, culture, satisfying work, education, inclusion & justice
Manufactured	Materials & infrastructure	Power supplies, roads, buildings, tools & other fixed assets	Living & working space, access & distribution to tangible products
Financial	Money that facilitates establishing value for goods & services & the ability to buy & sell w/other capital stocks	Cash, stocks, bonds & banknotes	Means of valuing, owning or exchanging other capital stocks

Since it is becoming widely recognised (Parkin et al., 2004; Porritt, 2007) that countries and businesses need to become more accountable for other forms of capital beside conventional auditing measures based on finance, this would mean natural capital should at least be factored into an accounting method. One approach for measuring natural capital concerns wealth accounting and valuation of ecosystem services (Seppelt et al., 2012; The World Bank Group, 2013). Wealth accounting is a larger measurement than current economic measures that only

account for gross domestic product (GDP) because it considers assets and capital goods, and it includes the inputs to economic wellbeing (World Bank, 2014).

In nonprofit organisations and specifically, social enterprises, there are a variety of methods for social impact accounting (Idowu et al., 2013) that similarly use a broader set of metrics. Social return on investment (SROI) is one highly utilised method. It aims to quantify economic and socioeconomic impacts by dividing the benefits of an organisation into its net revenue and social purpose values for determining 'blended value'. Under SROI, the financial health of a social enterprise is generally accounted for by noting its: equity balance, concentration of revenue, administrative spending and operating margin as well as the costs and savings accrued from serving its social mission (Brooks, 2009, p. 71). The balanced scorecard is a different method that links performance measurement with a company's consumers, operations, finances and its factors in employee learning and growth. It provides an overview of the entire organisation, accounting for daily and long-term activities. The balanced scorecard is novel for measuring whether an organisation is fulfilling its mission by serving its clients. This model may be contrasted with the McKinsey 7-S framework. Originating in the 1980s, this framework recognises structure and strategy as being enmeshed within an organisation's internal systems, accounting for staff and their skills, style and shared values. In contrast, the planning process framework is a method that allows strategy to emanate from the process of planning, typically following a linear cycle that aligns with: setting objectives, creating multiple strategies, debating the merits to achieve each of them, choosing the best option, and then preparing directives, budgets, cash flow statements and other essentials until a unified framework is formulated (McLeish, 2011).

The Harvard policy model is a popular alternative because it attempts to align an organisation's capabilities and resources with its surrounding environment. Using this model, management scans the environment for threats and opportunities to the organisation, and assesses the responsibility that the organisation bears to the public while taking into account the personal values of upper management that may influence strategy formulation. It is a unique, bilateral approach that aims to

balance an organisation's strengths with the available opportunities in the marketplace (McLeish, 2011). Respondents in a study by Hynes (2009) recommended that firms should adopt multidimensional measures, leaning towards a non-financial metric as a benchmark of organisational performance. Even though intangibles are difficult to quantify or articulate, value can be conveyed as an opportunity cost that is measuring the price of not having an organisation's goods or services in the marketplace, and then identifying how much it would cost for another organisation to provide them instead.

Finally, integrated reporting (IR) is an emerging method that combines elements from all of the foregoing models and frameworks. IR is considered better than the current trend of issuing a sustainability report (e.g., adopting the Sustainability Reporting Guidelines under the Global Reporting Initiative to create a report that is as comparable and normative as a financial one (Anheier & Toepler, 2010)) precisely because it integrates company reporting into one document. Since IR is new and not widely adopted, there is a dearth of research on empirical cases on its practice (Berg & Jensen, 2012). Most of this research centres on its outcomes and advantages over sustainability reporting (Stubbs & Higgins, 2014) due to its merit in: giving progressive information (Adams & Simnett, 2011; Watson, 2011), demonstrating how organisations use it to create value (Hampton, 2012; Stubbs & Higgins, 2014; Watson, 2011); and lessen risk and achieve enhanced decision-making (Hampton, 2012) while presenting information on internal processes and systems (Roberts, 1992). In spite of the push for reform by global accounting agencies to spread adoption of this method, IR remains criticised, particularly for the difficulty of implementing assurance standards for the intangible, qualitative aspects of the five capitals (Cheng, Green, Conradie, Konishi, & Romi, 2014; Frias - Aceituno, Rodríguez - Ariza, & Garcia - Sánchez, 2014; García-Sánchez, Rodríguez-Ariza, & Frías-Aceituno, 2013).

IR is generally recommended for implementation in larger, publicly-listed companies (Carnegie & Burritt, 2012) rather than in small- to medium-sized organisations due to its demanding

nature. Notwithstanding these limitations, the call for the adoption of IR conforms with passage in 2014 of The Australasian Environmental Product Declaration, a document that promotes transparency (with verification and quantification about impacts of goods and services based on life cycle assessment (*Innovation, Finance, and the Economy: Proceedings of the 13th Eurasia Business and Economics Society Conference*, 2015) and international standard, ISO 14025, for environmental declarations (Australasian EPD Programme, 2015). The revised Code of and Report on Governance Principles for South Africa (Kings III) goes beyond all these suggestions, having passed legislation requiring IR under the following rationale.

“Communicating effectively about the goals and strategies of the company, as well as its performance with regard to economic, social and environmental issues, also serves to align the company with the legitimate interests and expectations of its stakeholders, and at the same time, obtain stakeholder buy-in and support for the objectives the company is pursuing. This support can be invaluable during difficult times, for instance when the company needs certain approvals or authority, or when it needs and relies on the confidence and loyalty of customers” (SAICA, 2009, p. 104).

At a minimum, providing IR gives stakeholders an overview of an organisation to justify whether it should exist or not. However, the lack of standards to implement IR to explain how data is to be collated, consolidated or communicated (Robinson, 2014) renders the process a conundrum even though the intent behind IR demonstrates its value-creating significance for business and society. The majority of scholarly articles written about IR are conceptual, but findings of an examination of an Australian customer-owned bank (Schatzki, 2005) that adopted IR agreed that it is an innovative approach because it promotes the values and ethics behind the organisation, showing what IR can achieve. Businesses have responsibilities to multiple publics—and triple bottom line considerations (Brown & Forster, 2013; Hasnas, 2013) rather than two-stranded financial and sustainability reporting can help a company to create a competitive advantage in the marketplace (Lodhia, 2014). This study intended to find out

whether Australian social enterprises carry out IR or if they utilise other approaches to communicate the value they create with their products and services in the market and society.

3.2 Theoretical approach to guide analysis

Several theories were proposed as a lens to view the analysis of this study. The most prevalent theoretical underpinnings in existing research focus on social value creation and newer co-creation approaches. Either approach fits within the context of this study because both are conducive to supporting value creation. Social entrepreneurs conduct business by recognising, analysing and exploiting opportunities for broader, two-way social benefit (Certo & Miller, 2008; Shaw & Carter, 2007). However, the following brief discussion of the evolution of these theories explains why co-creation of social value was selected to guide the analysis of this project.

In its infancy, Michael Porter (1980) described the creation of value as a unilateral process whereby goods or services are created by an organisation. When a marketing exchange takes place, the customer becomes the recipient of value by taking ownership of what is produced. Sweeney (2003) then proposed a bilateral approach that takes customer value into account through a development model of customer value. This idea goes beyond traditional economics where value was strictly seen as a positive or negative outcome, the result of performing a cost-benefit analysis (Payne & Holt, 1999) to determine if the benefits outweigh the costs for a transaction. Sheth & Uslay (2007) more recently distinguished that customer value extends over the course of the entire consumption process from pre-purchase to purchase through to post-purchase, and other researchers tried to identify sources of value that act as moderators along this sequence such as information, service, interaction, environment and ownership (Holbrook, 2006; Smith & Colgate, 2007).

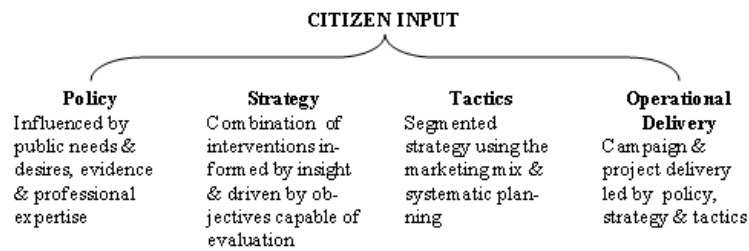
Applied to the context of social marketing, value is perceived as being created by implementing interventions for promoting socially responsible behaviours. However, it is recognised (Kubacki & Rundle-Thiele, 2013) that without civic support, these interventions could provoke an

adverse reaction. Today there are increasing cases of social marketing being embedded as strategy in public sector enterprises to drive sustainability, but the process can be challenging to implement in practice. To become effective, an intervention needs to become central to strategic planning and the operational delivery of programs. Lessons from successful instances show when an organisation implements an intervention, it has to precisely understand what the customer cares about, build narratives to persuade an audience until it becomes normative, and introduce systems to apply social marketing principles (Kubacki & Rundle-Thiele, 2013).

Over the last decade, social value co-creation theory, adopted in commercial marketing situations crossed the lines into social marketing (Lovelock & Gummesson, 2004; Vargo & Lusch, 2004). Under this paradigm, researchers gravitated to perceiving a service-dominant logic (Ballantyne & Varey, 2008) whereby stakeholders are now factored into the marketing process as inputs to the chain of value. They are seen as partners in the production of goods and services and by virtue of collaboration (Domegan, 2008), they contribute to the process of creating value for mutual benefit (Schau et al., 2009; Sheth & Uslay, 2007). Thus, consumers not only act as a target market for social change (Prahalad & Ramaswamy, 2004), but as Lusch and Vargo (2006) argue the customer must actively participate in this consumption process to reach the 'best total value'. By virtue of their interaction, it means consumers play a role in consequently shaping the outcome of what is being produced into something that is tailored to their needs (Prahalad & Ramaswamy, 2004). Studies that are underpinned by co-creation of social value theory are more relevant to the context of this research.

Further support for this newer theory comes from evidence highlighting (Lefebvre, 2012) how people are increasingly becoming involved in movements of participatory change, thereby heightening their experience with social marketers as facilitators, collaborators, co-producers and even co-learners. Citizens can bring insight on what will or will not work as well as how to design and deliver the best interventions (Cottam & Leadbeater, 2004) for policy, strategy, tactics and operational delivery as detailed in Figure 3.4 overleaf.

Figure 3.4 Social value added by citizen input to social marketing, adapted from (Kubacki & Rundle-Thiele, 2013, p. 15)



Therefore, social marketers should be directly engaging in co-creation processes to find out what constitutes value for this target market and the wider circle of stakeholders as well as learning what constitutes mutually beneficial social value propositions (Domegan et al., 2013) for them. Value is a trait comprised of multiple shared dimensions; and as such, it has to be experienced first-hand (Ballantyne, Frow, Varey, & Payne, 2011; Ballantyne, Williams, & Aitken, 2011; Vargo & Lusch, 2008) or have that experience conveyed in order to grasp how to optimally instigate behavioural change.

Interest is not only growing in learning about value co-creation from social marketers, but also from policymakers and program designers in other disciplines due to the vast potential it holds for ‘consumer proofing’ interventions and garnering a deeper commitment to behavioural change (Domegan et al., 2013; Lefebvre, 2009). Bryant et al. (2007) assert third sector programs implemented by community members offer a greater chance of success than simply putting in place programs initiated without consulting ‘end-users’. Since value co-creation theory infers target audiences become direct participants in social change, social marketers need to understand what is involved in all stages of the co-creation of value process (Domegan et al., 2013) for planning interventions.

The four stages of value co-creation are identified as follows:

1. Value co-discovery is when new types of value are constructed through dialogue, two-way learning and interaction (Ind & Coates, 2013). The goal is to establish a context for shared meaning to explore how people can collectively solve social problems.

2. In the next value co-designing stage, all of the insights gained from value co-discovery are translated into a collaborative approach to facilitate the desired social change. At this point, the social marketer and vested stakeholders will take into account significant considerations in designing a program for social change—potential cost, potential for attraction, accessibility and recognition of the intended outcome (Domegan et al., 2013).
3. During value co-delivery a system of strategies is activated drawing upon the coordination of networks and integration of pooled resources (Akaka, Vargo, & Lusch, 2012) so when the program or campaign for social change is launched, it effectively becomes a manifestation of the initiatives that are set in place to realise mutual value.
4. Then if the conditions are specifically monitored and adjusted appropriately, the preceding activities should culminate in a better joint outcome (Ballantyne & Varey, 2006) rather than falling for a pre-determined solution (Domegan et al., 2013).

In light of value co-creation (Australian Association of Social Marketing, n.d.) theoretical development being relatively new, there is limited albeit growing theoretical and empirical evidence to support it as a process. The literature is sparse on studies that facilitate co-creation of social value during its stage of service delivery (Osborne & Strokosch, 2013) with researchers concentrating on how to design for it (Pacenti & Sangiorgi, 2010).

More important drawbacks on this theory relate to its application. Successful co-creation depends on striking congruence between the culture and values of an organisation and its partners (Gyrd-Jones & Kornum, 2013). During the process of co-creation, it is important for participants to be treated fairly, to know their opinion will be heard (Ind, Iglesias, & Schultz, 2013) and factors into decision-making by maintaining open dialogue towards mutual understanding (Gebauer, Füller, & Pezzei, 2013). Then parties can strive to find better solutions to avoid heading down the opposite path of value co-destruction (Grönroos, 2011). As a relatively nascent theory though further research and testing is warranted for social marketing (Russell-Bennett, Previte, & Zainuddin, 2009) to see how the value constructs influence desired

social change during the entire chain of consumption. By demonstrating satisfactory social marketing programs, then value co-creation theory can be put into practice (Sweeney, 2003) in new cases. Barczak (2012) says studies should focus on tools and processes that facilitate effective co-creation of social value, underlining practices for collaboration. Since there is limited research regarding how this process transpires and social enterprises collaboratively engage with their stakeholders, this theory provided the most suitable lens to view the organisations in the study. The final section of scholarly research describes the existing research about how social marketers engage with stakeholders today in multiple directions.

3.3 Progression of applying social marketing interventions

Social marketers originally emphasised the importance of initiating social marketing interventions downwards at individuals within society (Fox & Kotler, 1980; Helmig & Thaler, 2010), believing people should be responsible for their own actions, particularly concerning their quality of health. Critics argued there was danger of imposing control driven by experts and thought this approach perpetuated a culture of blaming victims (Bennett et al., 2011; Wallack, 1993) for their problems. Next it was recommended to redirect behavioural change strategies upwards at institutions to change policy or industry regulations (Hastings, Anderson, Cooke, & Gordon, 2005). Advocacy gradually shifted to undertaking a broader, holistic approach (Hastings & Domegan, 2013a), that is in order to solve profound social issues, it is asserted social marketing programs must involve multiple levels of action for tackling major societal problems. The process draws skills, talents and resources of community members instead of concentrating on individual needs or deficits to exchange assets (Foot & Hopkins, 2010) on a large scale. In this larger environment infrastructure, services, and organisations (Lindsey, Stajduhar, & McGuinness, 2001) are combined with social, cultural and individual assets to participate in an exchange for mutual benefit (Bagozzi, 1975).

Evidence emerged that being inclusive of community members can be a significant tool for enhancing community capacity (Bryant et al., 2014). Therefore, instead of pursuing traditional

one-way upstream marketing to create interventions for health behaviour, for example, policymaking can be opened up by programming with those it is directed at helping has the potential to be more effective for inducing change. Midstream and downstream approaches are similarly now being more inclusive of additional stakeholders for guiding the design and implementation of tailored social marketing interventions. Indeed Uzzell et al. (2006) is a proponent of undertaking such systematic approaches to adopting behaviour change because it factors in organisational activities in upstream, midstream and downstream directions; thus, it accounts for how their broader network of stakeholders affect consumer behaviour. Multiple parties can act as inhibitors or antecedents of behaviour change, facilitating the capacity of sustainable behaviours to be diffused throughout society, and it lends evidence to the part that consumers play in this process.

Experts from multiple disciplines concur with the view that many forces operate jointly for communal benefit. These researchers believe that human behaviour is influenced by an aggregation of forces, embedded within a complex, dynamic network (French & Gordon, 2015). Each component contains its own rules, norms and roles that all interplay and affect one's development. Bronfenbrenner (1994) set forth a 'social ecological model' (SEM) to explain how these interdependent elements cause behavioural impacts on individuals. Ranked in order from the lowest to highest levels are nested hierarchies, spanning the micro-, meso-, exo-, and macrosystems. Definitions for all of these systems are provided as follows:

Microsystem - the base where friends, family and colleagues bond within their local community while following a path to receive an education and find employment.

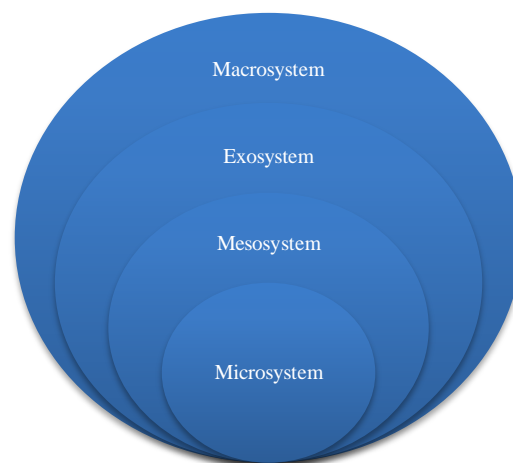
Mesosystem - the intermediate level where people form associations among themselves and in groups to establish memberships in clubs and business.

Exosystem - an indirect layer that encompasses the upper-level of government; it dictates how people should lead their lives, abiding by rules of governance.

Macrosystem - the overarching space where people are contained in a wider culture; it includes religious institutions or bodies influencing knowledge, beliefs and customs as a blueprint for social mores.

Recently, another system was added to this model. The chronosystem stands for the time capsule where patterns of events accumulate and people undergo transitions in their lives. Marketers and social marketers however, only deal with actors in the aforementioned tangible systems illustrated in Figure 3.5 underneath.

Figure 3.5 Nested hierarchies of the social ecological model, adapted from Bronfenbrenner (1994)



Thus far, the SEM framework was successfully applied towards community-driven behavioural initiatives spurring teenage physical activity (Elder et al., 2007), safer driving (Tapp, Pressley, Baugh, & White, 2013), and improved oral hygiene (Lindridge, MacAskill, Gnich, Eadie, & Holme, 2013). These programs are leading examples. Applications of SEM are yet to be documented by social enterprises where SEM holds much promise and alignment because these organisations function within interdependent systems to redress social, economic and environmental ills. Social enterprises engage in partnerships downwards with their beneficiaries of social programs, and upwards with government concerning matters of regulation or policy to enable them to conduct business transactions—vertical marketing. Additionally, social enterprises enter relationships with their peers or colleagues within their respective industries to widen

their contacts or extend capabilities to trade in horizontal marketing so it is a likely scenario that SEM applies to the context of this study.

Further, it is known that actors interact at these multiple levels by cooperating and competing with their stakeholders. Organisations compete to appropriate value whereas they cooperate to generate value (Solitander & Tidström, 2010; Wang & Krakover, 2008); and the reason they are willing to share resources with a competitor is for the sake of acquiring more resources and capabilities (Osarenkhoe, 2010), to learn from them or to gain organisational expertise.

Whether organisations choose to take a collaborative or competitive stance depends upon the nature of an activity to achieve a specific goal. Adopting this strategy known as coopetition is particularly true in smaller organisations that are strapped for funding because it really helps them to be able to accomplish their objectives (West et al., 2015). Further, by engaging in coopetition, it can create ensuing synergies (Bengtsson & Kock, 2015; Brandenburger & Nalebuff, 1996) that helps both parties. However, it must be handled appropriately. The literature states that separating the element of collaboration from competition helps to alleviate the tension between these inherently contradictory activities (Czakoń & Mucha-Kuś, 2014).

How much cooperation versus competition that occurs among players is relative to the 'closeness' of a business activity to its customers (Blomqvist, Hurmelinna, & Seppänen, 2005), that is firms will act more competitively in activities that transpire closer to customers, but they will act more cooperatively in activities that are more removed from customers (Bengtsson & Kock, 2015).

Kafi and Fatemi Ghomi (2014) claim coopetition leads to a structural transformation of the participating parties. In fact, they say partners have to determine an appropriate level of cooperation so this type of interaction does not backfire. Thus, it should be confined by keeping costs reduced, and be bounded to a specified project to obtain optimum value. Bonei et al. (2008) add that different contexts of 'complementaries' (where partners complement each other's activities) affect the coopetition outcome. Therefore, they suggest that operational and

functional levels of coopetition should harmoniously align within organisational parameters, perhaps by reallocating priorities and identifying modified behavioural codes of conduct to maximise value. They also remind partners to maintain open channels of communication throughout the process. Hence, existing literature validates that coopetition should be strategically applied as it can lead to superior benefit over the traditional mode of acting competitively because it may offer competitive advantage (Bengtsson & Kock, 2015), but care must be taken to ensure the risks of coopetition do not overtake its rewards (Bonel et al., 2008).

Although coopetition is repeatedly discussed in the literature for its value-creating nature (Brandenburger & Nalebuff, 1996), recent critics say scant attention is paid to the entrepreneurial sector (Kafi & Fatemi Ghomi, 2014). Most scholarly pieces about it are devoted to horizontal rather than vertical relationships between competitors. Even less focus is presented on how direct competitors and 'channel' relationships coexist respectively. However, evidence shows collaborative and competitive behaviours are highly correlated (Mariani, 2007; Solitander & Tidström, 2010). The increasing usage of coopetition as a practical business strategy rationalises the need for further exploration in the literature to learn how to tailor it (Kafi & Fatemi Ghomi, 2014) for success due to its multidimensional character and potential, again especially in light of the partnerships that social enterprises engage in with stakeholders.

Social enterprises function as a catalyst bringing multiple actors together based on their needs, often regardless of insufficient funds, government policies that may be obstructive, slow technological development, lack of marketing training and other challenges that they face. Moreover, these organisations notoriously seek innovative solutions to problems, but the literature is limited on theoretical and empirical evidence of constructive, strategic actions that social enterprises utilise for competitive advantage. Due to the high attention being devoted to coopetition by researchers, it was worthwhile to explore whether coopetition is a main force driving social enterprises towards sustainable development. The author identified only one regional study conducted in the developing country of Cambodia where evidence of

collaboration was identified as an element to help the organisation operate in the marketplace because an institutional system was lacking there to support business and employment (Douglas & Mandinyenya, 2014). Therefore, coopetition was a ripe topic for exploration in this research on social enterprises.

3.4 Summary

Chapter two reviews the extant literature and shows gaps in marketing, social marketing and accountability pertaining to social enterprises to justify the proposed inquiries. Benefits of this project were two-fold: taking this scope of research from primarily being stuck in conceptual debates to grasping an understanding of how to move forward in the field by extending knowledge about viable marketing and social marketing strategies being applied by social enterprises for sustainable outcomes, and understanding how the organisations enact methods to reporting on their associated economic, social and environmental impacts of performance to stakeholders.

Peter Drucker said, “Marketing is...the process through which economy is integrated into society to serve human needs” (1958, p. 252). The aim of this study is to encapsulate real instances portraying how social enterprises champion such change. Uncovering how they inculcate a mutually beneficial marketing and measurement orientation through stakeholder engagement can enable other social enterprises to build better capabilities for competing within the marketplace, and interacting within society, potentially facilitating a snowball effect of monumental social change. “To make a significant contribution to sustainable development, social entrepreneurship must reach a critical mass of initiatives around the globe” (Seelos & Mair, 2005, p. 244).

CHAPTER 4: RESEARCH DESIGN

4.1 Introduction

This chapter is structured by discussing and justifying the research paradigms that were followed for conducting a qualitative research project focused on exposing those distinct marketing practices currently being pursued in Australia's third sector to propel sustainable entrepreneurship. The study was exploratory since little is known about the connection between the strategic marketing and social marketing activities, and social impact measurement procedures being practiced in Australian social enterprises for mission fulfilment. Tools that were employed for collecting and analysing the data are subsequently explained prior to stating how limitations and ethical issues encountered during the course of research were managed.

4.2 Justification for model and methodological approach

4.2.1 Paradigm justification

Underlying all research methodology are sets of assumptions that influence a study and its outcomes; hence, it is important to identify and communicate the research paradigm to which a researcher subscribes. A researcher's perspective of the world is heavily influenced by that individual's discipline and its accompanying traditions. Hammersley (1995, p. 112) notes: "...research may be seen as political, in that what counts as knowledge within any research community will have been shaped by the values of that community and by those of the other communities to which researchers belong." Values and assumptions help researchers to shape their theories about reality and human nature, the ontology. They also bear on the knowledge, the epistemology, especially concerning the purpose and significance of the research (Mason, 2002). Additionally, researchers' assumptions not only dictate their perspective of the world, but they are connected to the method employed for conducting the study. It guides how a researcher makes sense of the social life in which the research is grounded, and it becomes the theoretical lens whereby the epistemology, ontology, and methodology all inform one another. By acknowledging

what theoretical perspective a researcher holds clarifies how the ontological and epistemological assumptions impact on the nature of the study as it develops and affects the interpretation of findings. Below is a more detailed breakdown of these terms and the choices made by the researcher for selecting particular strategies.

“Epistemological assumptions are concerned with what kinds of knowledge are possible —how people can know these things —and with criteria for deciding when knowledge is both adequate and legitimate” (Blaikie, 2009, p. 92). A constructionism strategy was followed in this study to understand and make sense of the data because in constructionism, there is no objective truth waiting to be discovered; rather, truth or meaning comes into existence from a researcher’s engagement with the real world (Crotty, 2004). Subject and object are connected in the generation of meaning that is also informed in part by underlying meanings or innuendo. Further, under constructionism, “social phenomena and categories are not only produced through social interaction but that they are in a constant state of revision” (Bryman, 2001, p. 18). Hence, it is a dynamic process that must be taken into account by a researcher when discerning the nature of social reality for examining the operations of the organisations in this study.

Constructionism also demonstrated methodological fit with this research design, involving an open-ended inquiry about the phenomena of interest. Marketing coupled with social marketing in social enterprises may be considered a nascent field given the emergence of co-creation of social value theory, aiming to identify and grasp an understanding of a relatively new construct dealing with novel questions of how strategies are being applied (Edmondson & McManus, 2007). This implied iterative work would be carried out as research issues opened up when the author closely studied respondents to develop knowledge about their marketing (Shaw, 2004) and social marketing practices through undertaking a comparative field study approach. Moreover, this course let the content emerge from opportunistic, innovative and even risk-taking initiatives undertaken by participating organisations.

As stated, a researcher is also expected to declare the nature of knowledge behind the social phenomena under investigation—its origins as well as the structure and means for establishing validity to make interpretations. This explains how a researcher will arrive at information through investigation to consequently clarify what knowledge is gained in the process of uncovering the reality of situations. Once revealed, the knowledge relates to a researcher's experiences with their environment (Crotty, 2004) that varies from person to person. Often unspoken and sometimes hidden cultural patterns can also have an influence and may predetermine the way a researcher makes interpretations. The author's interpretations of information were shaped by these circumstances, including individual perceptions about the world that helped to shape particular aspects and the overall research process itself. Thus, the study was guided by a combination of personal, professional, educational and disciplinary experience of the researcher. Reflecting on this epistemological stance helps to enlighten readers of the research framework, deepening their awareness and understanding of the behaviour of the researcher (Crotty, 2004).

Related to the epistemological path undertaken is the choice of ontology, which pertains to the nature of the world, particularly the social world. "Ontological assumptions make claims about what kinds of social phenomena do or can exist, the conditions of their existence, and the ways in which they are related" (Blaikie, 2009, p. 92). A researcher holding relativist ontological beliefs tends to assume that the only meaningful way to comprehend the world is to see it as being constructed from human cognition and interaction. Under the adopted research paradigm of interpretivism, the author was able to act as an interpretivist as opposed to a realist who sees the world existing independent of an individual's observation (Crotty, 2004). Interpretivism "respects the differences between people and the objects of the natural sciences and therefore requires the social scientist to grasp the subjective meaning of social action" (Bryman, 2001, p. 13). Moreover, a subjective persuasion was suitable for the context of this study because it allowed the author to correlate the divergent views of staff members in the participating organisations with the author's own set of interpretations. Crotty (2004) advises that a researcher's choice should be determined by factors directly related to the state of literature on one's research topic. Since existing literature

on social enterprise is largely based on anecdotal evidence (Madill, 2010), case studies (Alvord et al., 2004) or critical examinations to define concepts and frame constructs under entrepreneurship (Dacin et al., 2011), this base of data also substantiates the author taking an interpretivist approach.

4.2.2 Methodological justification

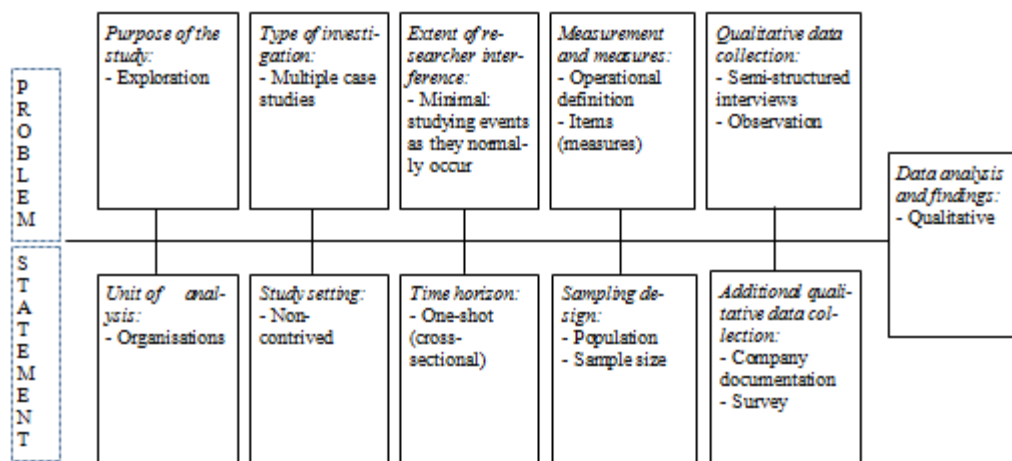
Methods include “procedures and activities for selecting, collecting, organising and analysing data” (Blaikie, 2009, p. 8). Utilising specially selected tools helps a researcher navigate a path for collecting information to perform a situation analysis; if done properly, this course should allow another researcher to repeat this journey for validation (Grix, 2010). Furthermore, it is recommended that selecting one or more methods “should be determined by the nature of the problem, the purpose of the research and the type of research questions being investigated” (Blaikie, 2009, p. 265). Since this was a qualitative study to interpret the subjective experiences of how individuals operate within organisations, an inductive research approach (Grix, 2010) was employed to conduct an empirical study that was designed around collecting triangulated data, but the investigation focused on the multiple-case study method to grasp the perspectives of key staff members within those selected organisations. This method enables a researcher to synthesise numerous realities to construct an accurate portrayal of what is happening in the real world (Eisenhardt, 1989) through a recursive research design. Yin (2009) suggests this collective method is preferable to a single case study for looking at social phenomena to accumulate a better understanding of actual contemporary events. It allows researchers to analyse cases within their own contexts to grasp patterns, trends and relationships (Grix, 2010).

In this instance, the author specifically carried out research to discover the patterns, trends and relationships of how social enterprises operationalise marketing and social marketing strategies and accountability from obtaining in-depth descriptions without trying to control the behaviour of events occurring within the participating organisations. Multiple case studies was the best choice because it allowed gathering extensive data of real-life bounded systems,

amalgamating evidence from multi-site exploration with documentary sources of evidence to obtain richer findings.

Multiple case studies also facilitates greater analytical generalisability to build theory (Parkhe, 1993; Yin, 2009). Cresswell (2012) contends this type of research design is superior in process and outcome because it lends itself to a process of discovery rather than testing ideas for confirmatory purposes. It leads to confirmable inferences due to replication of data (Eisenhardt & Graebner, 2007) because the evidence builds valid explanations due to being grounded in replication logic. This results in sound explanations of how certain originating conditions yield differential outcomes in the phenomena being studied. Greater justification to support the merit of choosing this method is that case studies are being increasingly accepted into highly rated journals (Mathews, 2013), and numerous prior social enterprise studies employed this method for rigorous results (Shaw, 2004; Weerawardena & Sullivan Mort, 2006). The research design for this study is shown in Figure 4.1.

Figure 4.1 The research design, adapted from (Cavana, Delahaye, & Sekeran, 2001, p. 107)



The unit of analysis consisted of a cross-representation of Australian social enterprises from a range of industries. The author identified organisations with environmental, social and economic pursuits embedded in their missions or at the core of their business activities. These criteria were necessary to show these organisations embody sustainability-driven values, and exhibit mechanisms in the form of tangible representations to enhance environmental quality

and social wellbeing (Parrish, 2010) besides existing to satisfy economic imperatives. A purposeful sampling strategy (Creswell, 2012) was carried out to negotiate access to representatives from these relevant organisations. They all constituted established businesses, operating for a minimum of five years to demonstrate their stability as a sign each social enterprise reached a mature stage of growth in their life cycle. This aspect was deemed important because it reflected that these social enterprises were respected entities trading within their own marketplaces.

Respondents were screened using publicly available information to assess their organisations' industry classification, legal status, staff, history, size, longevity, and geographic range to ensure capturing a heterogeneous grouping for methodological rigour. It was found that some of the organisations operated with a business-to-business focus while others maintained a business-to-consumer orientation; and some organisations produced goods while others offered services. Gleaning this information allowed the author to generate 'predictive similarities' and 'predictive dissimilarities' (Mathews, 2013) from the cases.

4.3 Procedure and timeline

Respondents were identified and contacted by phone and email to solicit their participation in the study to ensure collecting sufficient data to expose the reality behind the research issues. Two people from eight organisations (16 in total) participated including senior executives (company founders, chief executive officers and marketing managers). These personnel represented a total of ten social enterprises because some of the organisations operate multiple business entities. The author solicited their knowledge, opinions, values and beliefs because they were most qualified to provide relevant information for this study by virtue of their positions within their organisations. Participants were assured of anonymity to gain their trust and obtain compliance for fully answering questions. In return for their cooperation, the author offered to provide a condensed version of the results in a document or presentation format for their governing body and public disclosure post-publication as an incentive for participation.

Prior to commencing data collection, an ethics application outlining the study was submitted to the Queensland University of Technology (QUT) ethics committee. This document underwent screening until approval was granted in conformance with stipulated requirements. Then a pilot study was conducted with a local social enterprise whose responses were only used to pre-test the interview questions in the research instrument. This step was paramount to ensure all questions in the protocol prompted explicit answers to the research questions at hand (Mathews, 2013). Wherever necessary, the questions were streamlined and refined. After confirming dates and times for the interviews, the research was conducted around the country because the social enterprises are geographically dispersed throughout Australia as seen in Figure 4.2. Specific data gathering was carried out in:

- Local facilities for the initial pilot study and three interviews in Queensland
- National facilities for the remaining 13 interviews in Western Australia, New South Wales and Victoria.

Figure 4.2 Map of participating social enterprises across Australia, adapted from (Commonwealth of Australia (Geoscience Australia), 2010)



Table 4.1 presents the organisations alphabetically, charting the locations, dates, and sequence of interviews. As indicated, the social enterprises operate in rural, remote, and metropolitan areas, and in one case, across international borders.

Table 4.1 Respondents, organisations, industries, locations and interview dates

Respondents	Organisations	Industries	Business locations	Interview dates
AAC1	Ashoil	Biodiesel	Tom Price & Wangara,	04 December 2014
AAC2	Ashlinen	Linen supplies	Western Australia	04 December 2014
Abbotsford Convent1	Abbotsford Convent	Heritage site & public arts compound	Abbotsford, Victoria	17 December 2014
Abbotsford Convent2				17 December 2014
Hepburn Wind1	Hepburn Wind	Renewable energy	Leonards Hill, Victoria	15 December 2014
Hepburn Wind2				16 December 2014
Human Ventures1	Human Ventures	Design & cultural development	Brisbane & Central West, Queensland	27 November 2014
Human Ventures2				27 November 2014
Infoxchange1	Infoxchange	ICT	Richmond, Victoria, Brisbane, Queensland & Christchurch, New Zealand	16 December 2014
Infoxchange2				16 December 2014
Perth City Farm1	Perth City Farm	Agricultural & community centre	East Perth, Western Australia	03 December 2014
Perth City Farm2				03 December 2014
Resource Recovery1	RRA Resource Recovery	Waste management & Industrial ecology	Gladstone, Queensland Tuncurry, New South Wales	14 November 2014
Resource Recovery2				08 December 2014
WorkVentures1	WorkVentures	IT	Mascot & North Sydney, New South Wales	09 December 2014
WorkVentures2				09 December 2014

Data collection

When the author embarked on data gathering, a short survey was administered to collect demographic information on the subjects and their companies as shown in Table 4.2. After the survey, the author led a semi-structured interview with each respondent for approximately one hour to collect rich contextual material using closed as well as open-ended questions. This technique presented opportunities for probing (Marshall & Rossman, 2010) when unexpected lines of inquiry arose during the interview (Grix, 2010) or a deeper analysis was required. Further, this procedure was advantageous for confirming and contrasting information gathered against the other cases and secondary sources. All sessions were audio-recorded and transcribed shortly thereafter so the data collection and analysis could happen concurrently. In order to generate a complete picture of responses to the research questions, observations were

additionally noted of respondents to pick up any missing information in the form of cues from body language. Unstructured observation allows a researcher to detect patterns that emerge both within and across cases that are capable of being classified later into themes.

Table 4.2 Demographics collected from the survey on the organisations

Organisations	Enterprise Age	Governance	# Full-time staff	# Part-time staff	# Volunteers
Abbotsford Convent	11 yrs	Foundation w/board of directors & committees	15+	5	25
Ashoil	8 yrs	Board of directors	2	1	0
Ashlinen	5 yrs	Board of directors	40+	0	0
Hepburn Wind	5 yrs	Board & management committees	0	3	7+
Human Ventures	20 yrs	Board of directors	7	7	30
Infoxchange	26 yrs	Board of directors	80	20	20
Perth City Farm	21 yrs	Board & management committees	4	3	40
Resource Recovery	24 yrs	Management committee	10	42	180
RRA	5 yrs	Management committee	4	2	0
WorkVentures	36 yrs	Board of directors	80	20+	10

Particular questions in the protocol were intended to answer at least one of the research topics.

Table 4.3 shows which sections of the protocol (the full version appears in Appendix 1) were designed to elicit answers to the major topics under scrutiny—the marketing and social marketing strategies associated with research question 1, and the accountability to stakeholders connected with research question 2.

Table 4.3 Cross-case data mined from the protocol in this study

Research issues	Protocol sections	Main concepts	Sub-concepts	Related practices
RQ1	Part E: Qs 7-20, 22-24, 26-31, 33-34	Marketing	Market research, branding & imaging, consumer & competitive analysis, marketing mix, networking	Strategic plans, communication methods of outreach for sales or business development
	Part D: Qs 1-8 Part E: 1-2, 5, 21, 25	Social marketing	Social impact, environmental impact	Social and environmental campaigns, supply chain management
RQ2	Part D: 9-12 Part E: 32	Accountability	Benchmarking models or audits	Formal & informal reports

In conjunction with the primary data, the author gathered secondary data about the organisations. This information was procured by searching relevant business databases such as ABI/INFORM, Australian Bureau of Statistics, Emerald, Google Scholar and SAGE Publications among others. Ultimately, the author retrieved pertinent documentation from more than: 10 company websites, 275 supplementary articles written by or about the organisations, and 15 pieces of collateral that were distributed to the author during the meetings with participants—totalling over 300 research items. Table 4.4 displays the framework used to guide the collection of this secondary data for deriving themes and making a subsequent evaluation. It shows this information included official company records such as annual reports, marketing brochures, and specific project reports as well as externally published items such as news articles centred on the organisations' events and product releases. Overall, the data consisted of multiple sources of content to be thorough and enable the author to cross-reference the information obtained for verification purposes.

Table 4.4 Framework for collecting secondary data for multiple case study analysis

Case Topics	Data Sources	Indicators
Nature of enterprise and mission	Company website information, annual reports, media reports, interviews	Historical timeline, industry, activities, business location & geographic reach, stakeholders, mission
Type of business model	Company website information, annual reports, publicly available reports, interviews	Ownership, governance & business structures, composition of staff & volunteers
Social marketing practices	Company website information, annual reports, media reports, council or higher level government bulletins, industry documents, interviews	Organised campaigns to mobilise or engage community, e.g., special events to promote education, health or welfare, proactivity for energy/water saving or conservation measures, development or outreach programs
Commercial marketing practices	Company website information, inventory accounts, audited financial statements in annual reports, a variety of industry reports & presentations, interviews	Sources & types of supplies, materials traded, sales & shipping logs, types of promotion, communication channels employed, partnership agreements, year-to-year profit versus loss, assets versus liabilities & equity statements
Social, environmental & economic impacts, risk management	Company website information, annual reports, media reports, forms of social impact measurement, affiliation w/regional or global impact bodies, interviews	Outcomes, e.g., higher income, employment or volunteering rates, reduced waste in tonnage, materials recycled/ remanufactured, redistribution of profits as grants or loans, carbon emissions saved, increased health or safety
Accountability to stakeholders	Sustainability reports, company announcements, articles via membership in professional associations, articles in peer-reviewed literature, funding reports, interviews	Industry award nominations & evidence disseminated from development or outreach programs, e.g., evaluation process to devolve ownership of a program to the community
Barriers	Annual reports, government, economic and media reports, blogs, interviews	Policy shifts, public subsidy cutbacks, asset deficits recorded, downturn in local or global economic indicators, extreme climactic events

4.4 Analysis

A qualitative researcher must interpret the individual accounts that are part of the entire set of data. It is a structured, focused process (Paterson, 2010) to discern the ‘confluence of meanings’

(Ayres, Kavanaugh, & Knafl, 2003) interwoven among the experiences in multiple cases. The most prevalent mode of conducting within-case analysis is to compare how patterns align with theory, literature or the researcher's experience, and to find rival and plausible explanations within a case that lead to interactive or causal links to the issues being studied (Yin, 2009). This method leads to the development of generalisations which will support, expand or refute theory or propositions suggested by a researcher (Paterson, 2010). Moreover, intertwining the findings in single cases with those in multiple cases (Paterson, 2010) facilitates a more rigorous analysis.

In practice, a cross-case analysis is a two-fold research phase whereby a researcher collects thick descriptions of the cases that lead to emergent themes which are apparent in one or more cases (Miles & Huberman, 1994). Merging the identified themes into patterns paves the way to generating deeper meaning behind the concepts, and by hearing repetitive statements from respondents, and discovering similarities in the content of the interviews and documentation that is congruent with the themes lays the foundation for proposing a model from the study. Over time, the coding becomes more focused by noting frequent, significant material as analysis moves from open to axial coding to forming connections between theoretical categories and subcategories specific datum belongs to (Corbin & Strauss, 2008). Selective coding is used to arrive at higher-level thematic analysis to confirm evidence and generate theoretical propositions. Finally, data is entered into the software program, NVivo, to perform more complex systematic coding procedures to allow sorting of the information into spreadsheets and building models to extract meaning behind the patterns via data reduction (Welsh, 2002). Cycling between findings and analysis continues until theoretical saturation is reached when no new information can provide further explanation for the phenomena.

In this study, the author first looked at the compiled information with detailed descriptions of each case from the primary and secondary data, and started to decide how to classify everything into initial themes and sub-themes to analyse the overall meaning (Creswell, 2012). This method enabled a classification system for the themes to be devised, giving coherence to the

data. Then the author manually coded the results by reviewing the interviews on a line-by-line basis to uncover the underlying concepts for categorising the data, still comparing what was recorded to confirm or disconfirm inferences being made. While this happened, the author also checked the transcripts against any notes taken during the interviews to account for any discrepancies sighted, making adjustments if warranted.

Next the data was entered into NVivo to undergo computerised coding. During this step, the data was cross-referenced against applicable parts of the interviews. This helped to synthesise the data from all of the cases so it was possible to move beyond descriptions to extend the generalisability of the cases (Burns, 2010) so the author could answer the research inquiries. When answers to the research questions were extrapolated from the foregoing process, a report was drafted to distil the underlying results from content analysis. It contained the theoretical and practical contributions of the study as well as recommendations for future research, and was issued to the author's supervisors and respondents for feedback and validation. However, all parties were requested not to release the report until the thesis was approved for publication.

4.5 Limitations

Even though case study methodology was justified in this research project, it is important for a researcher to address any limitations pertaining to its implementation. All qualitative and quantitative methods are subject to strengths and weaknesses in varying degrees. It is possible the study could be tainted due to unintentional human interference or different problems causing generalisability of findings to be compromised. Perhaps certain data was erroneous or bias occurred during data collection. Examples of this kind would translate into a lack of rigour, thereby affecting internal validity (Amaratunga & Baldry, 2001). It is also possible for discrepancies to arise while interpreting data. Either of these scenarios can bring consequential misrepresentation and inaccuracy (Eisenhardt, 1989), yielding unreliable results or a lack of

external validity (Amaratunga & Baldry, 2001). Fortunately a researcher can take steps to alleviate such potential issues.

4.5.1 Procedures for maintaining case study quality

Researchers should always strive to enhance the trustworthiness of their study by preserving credibility, transferability, dependability and confirmability in qualitative projects (Shenton, 2004). Credibility shows how congruent the outcomes coincide with reality of the phenomena under investigation. It reflects how well data is recorded, interpreted and reported. In case study research, critics contend that interviews may give respondents an opportunity to exploit the situation by performing to deliberately frame their organisations in a positive light. However, this potential for distorting reality is diminished by triangulation of data (Hall, 1999), and by having the interviewer use iterative questioning to retrieve an honest account (Farquhar, 2012). In addition, if the interviewer learns about the research subjects, and refines his or her interviewing techniques or has experience in this skillset (Hastings & Perry, 2000), then human error can also be minimised. The author has extensive academic and practical interviewing experience so credibility was minimised in these ways during this study.

Transferability emphasises the ability of the findings to be generalised to similar cases for comparative purposes (Shenton, 2004). By fully reporting on the context and any associated factors of the study, it lets readers determine how applicable the findings are to other situations albeit this precautionary tactic may not facilitate the ability to draw global inferences. Nevertheless, patterns can be revealed to identify theoretical constructs that may be applied to comparable situations (Amaratunga & Baldry, 2001). Collecting data from multiple organisations also aids in demonstrating the reliability of the research. The author implemented all of these precautions to ensure transferability.

Dependability refers to how well research procedures are implemented (Shenton, 2004). A study should be carried out systematically and reported in enough detail to allow replication. By carefully choosing respondents who are competent in their field, and are capable and willing to

participate helps to ensure collecting a dependable set of data. This procedure was also followed in this study, and data was gathered from multiple cases to ensure consistency.

Confirmability pertains to taking measures to ensure the outcome of the study is accountable to the experiences and ideas of informants rather than the researcher (Shenton, 2004). Declaring a researcher's preconceptions in advance helps to minimise the potential for having undue influence on the outcome. Creating recordings and taking notes of the interviews supported by secondary sources for triangulation of data helps to validate the results and lessen bias. This method inputs checks and balances to facilitate obtaining plausible descriptions for one's findings (Grix, 2010). The author carried out all of these aforementioned steps to be certain that the outcome could be confirmed.

Finally, case study research can be fraught with over-complication because it tends to draw an overload of information, possibly leading to constructing overly complex theory (Eisenhardt, 1989). However, focusing the interview questions on the research inquiries reduces this challenge; furthermore, cross-case analysis assists in narrowing the results to ensure it addresses the phenomena under scrutiny. This study complied with all of these established provisions for carrying out qualitative designs to safeguard its trustworthiness as summarised in Table 4.5.

Table 4.5 Provisions to meet trustworthiness in qualitative research, adapted from (Shenton, 2004, p. 73)

Quality criterion	Provisions made by researcher
Credibility	Adopted appropriate, well-recognised research methods Developed early familiarity with the culture of participating organisations Collected triangulated sources of evidence Used tactics to ensure honesty in informants Engaged in iterative questioning in data collection dialogues Allowed for negative case analysis Held debrief sessions between the researcher & superiors Used peer scrutiny of project Applied reflective commentary in analysis Described background, qualifications and experience of the researcher Conducted member checks of data, during interpretation & formulation of theories Described phenomenon under scrutiny Examined previous research to frame findings
Transferability	Provided a background to establish context of study & described phenomenon so comparisons could be made
Dependability	Employed “overlapping methods” Described methodology in-depth to allow for replication of study
Confirmability	Used triangulated methods to reduce potential for investigator bias Admitted researcher’s beliefs & assumptions Recognised shortcomings in methods with potential effects Described in-depth methodology to allow scrutiny for integrity of results Used diagrams to demonstrate ‘audit trail’

4.6 Ethics

Despite the researcher endeavouring to abide by a code of conduct to act professionally during the study, other procedures must be instilled to maintain ethics. As stated, when commencing a study, the author first obtained ethical clearance in accordance with the guidelines issued by the university’s Human Research Ethics Committee. These stipulations that were approved to carry out the study bound the researcher to uphold the confidentiality of all respondents and protect their associated data. As shown in the protocol in Appendix 1, the clearance also obliged the researcher neither to mislead nor coerce respondents during the interview process.

Ethical conduct extends to the respondents who consent to participate in the project. They were required to take part in the interview of their own volition and in a voluntary capacity.

Respondents were advised of the freedom to withdraw from the project in advance without penalty or repercussion and during the interviews, respondent were instructed that they could elect to not answer any topics that made them feel uncomfortable or were unsuitable for

whatever reason to provide a response. All of these steps were complied with to ensure the interviews conformed to ethical conduct.

4.7 Summary

In the research design chapter, the ideological basis underpinning the investigation was set forth. Sections revealed how the author and respondents were subjectively involved in data collection and interpretation to justify why constructionism and the interpretivism paradigms were selected as the respective epistemological and ontological approaches to guide the research project. Then it was identified how multiple case studies were implemented for the methodology. A two-part research instrument was employed, consisting of administering a survey to collect demographic data followed by a series of semi-structured questions to inquire about the strategic marketing, social marketing and accountability practices of the social enterprises. In the last section, the author explained how measures were adopted to perform rigorous research, enhancing the reliability and validity of the findings using triangulation of data. The findings are discussed in the next chapter.

CHAPTER 5: RESULTS

5.1 Introduction

This chapter presents the empirical findings of this research study. It draws from multiple sources—documents, surveys, direct quotations and observations of interviewees. Within-case descriptions are first presented to ground the reader in learning about each organisation within its own context (Aaltio & Heilmann, 2010). Next is an elaboration of their sustainable missions and activities that relate to how the social enterprises represent unique business models. Thereafter, cross-case descriptions are given. Data that is salient from what the cases have in common is linked (Ayres et al., 2003) to the phenomena under investigation. Underlining the findings are particular patterns, sentiments and approaches that became apparent from the recurrent responses and behavioural compatibility observed in the interviews as well as the documentation. These themes are collectively and then individually discussed as they pertain to the corresponding findings on marketing, social marketing and accountability within sections of this chapter.

5.2 Within-case descriptions

As seen in Table 5.1, it was found the majority of organisations (listed alphabetically) are legally structured as not-for-profit entities. Beyond this similarity however, there are numerous contrasts between the organisations reflecting the diversity of social enterprises in Australia. In this study, half of the social enterprises operate one venture and the remainder operate multiple ventures with similar or different types of operations. Employment varies from three to 100 casual and full-time staff members. Also, each organisation generates a range of income as small- and medium-sized enterprises (Parliament of Australia, 2015).

Company background and mission

At the outset of the interviews, respondents were asked about their organisations' social, environmental and economic goals. They were specifically requested to identify the mission for

their organisation and to explain how strategies are implemented to achieve such aims. They were asked to explain how the business strives to contribute to positive environmental ends, what is the organisation's motivation for acting greener, and how this emanates in proactive practices. Lastly, respondents were queried whether the scope of their communities being served are local, regional, national or international.

Table 5.1 Organisations, legal structures, number and types of ventures, staff and annual revenue

Organisations	Legal structures	Number & types of ventures	Number of staff	Turnover in 2014
Abbotsford Convent	Not-for-profit company limited by guarantee	Multiple ventures of same type of operation	20	\$2.6 M
Ashoil & Ashlinen	Subsidiaries of a proprietary limited corporation	Multiple ventures of different types of operations	3	\$700-800 K
Hepburn Wind	Co-operative	Single venture	3	\$941 K
Human Ventures	Not-for-profit company limited by guarantee	Single venture	14	\$1.3 M
Infoxchange	Not-for-profit company limited by guarantee	Single venture	100	\$8 M
Perth City Farm	Branch of incorporated not-for-profit company	Multiple ventures of different types of operations	7	\$400 K
Resource Recovery & RRA	Subsidiaries of incorporated not-for-profit community development association	Multiple ventures of same type of operation	34	\$2 M
WorkVentures	Not-for-profit company limited by guarantee	Single venture	100	\$15 M

It was evident from the responses that the organisations have distinct missions and they enact various activities for achieving societal benefit by reaching out to their target publics as detailed in Table 5.2. Although all of the respondents acknowledged their businesses reached satisfactory levels of success (self-rated on a scale of 1-5 from lowest to highest), many of them were reluctant to pinpoint a rank, noting a gap between what has been attained and their ongoing quest to accomplish greater social change.

Table 5.2 Organisations, missions, target markets and ratings on goal attainment

Organisations	Missions	Target markets	Operations	Goal ranks
Abbotsford Convent	To restore the infrastructure of a national heritage site for Victorians; to build a safe, accessible public hub for connectivity & wellbeing; to create a cultural platform of appealing & inspiring content; and to catalyse a creative cluster to harness skills & share ideas & resources among the community (Abbotsford Convent, 2014d).	Visitors & Victorian community: Aboriginals, artists, students, families, vendors including restaurateurs & other service providers, funding providers	Multi-arts & community precinct w/ leases to professional, creative, spiritual & religious practitioners; oversee galleries & venue hire for marketplace or special events	4
Ashoil, Ashlinen	To benefit members and other Aboriginal people across the Pilbara through culturally appropriate employment, education, training services & programs (Ashburton Aboriginal Corporation, 2014).	Locals & mining companies: Rio Tinto, FMG & BHP for Ashoil plus private & government prisons for Ashlinen, funding providers	Provide employment & training, develop & sell biodiesel, sell or redistribute rags, cleaning liquid & water	4
Hepburn Wind	To create a cooperatively owned renewable energy project that operates as an exemplary wind farm for the community (Hepburn Community Wind Park Co-operative Limited, 2014).	Residents, community organisations, government, industry, funding providers	Generate clean energy from twin wind turbines of 4.1 megawatts capacity & distribute proceeds from a community fund	5
Human Ventures	To bring positive change through arts-based programs (Human Ventures, 2014).	Community, nonprofits, corporates, government, funding providers	Utilise creative arts in community programs & fee-for-service projects	4
Infoxchange	To create social equality & opportunity by empowering people through access to information and communications technology (ICT) (Infoxchange, 2014).	Homeless, elderly, disabled, migrants, community & health organisations, charities, nonprofits, corporates, government, low-income earners, funding providers	ICT software, digital proficiency for nonprofits, digital literacy & inclusion programs for disadvantaged or community groups	4
Perth City Farm	CROP – To showcase innovative urban farming & foster partnerships & community participation in food production workshops, interactive tours & social enterprises that promote sustainable food systems; COOK – To use the farm-based cooking school & community kitchen	The community for the markets or events, café & circus school, musicians, labour market program participants & general volunteers,	Grow & harvest edible plants using organic, biodynamic processes for onsite markets or supplier contracts, provide venue hire	3

	to bring people together to share & prepare healthy meals using seasonal produce harvested on site; CONNECT – To encourage community engagement through hands-on learning & social education designed to inspire dialogue, debate & awareness around local, national & global food issues (Perth City Farm, 2014).	funding providers	for community events, lease space for an organic café & children's recreational school, offer training programs	
Resource Recovery, RRA	To use local knowledge & networks in partnership with government, industry & community for maximising community resources; and to assist people experiencing disadvantage to develop social & economic livelihoods (Resource Recovery, 2015).	Disadvantaged: Aboriginals, ex-offenders, homeless, school dropouts, unemployed, disabled, illiterate, substance abusers, Aboriginal Land Councils, Community Recycling Enterprises, nonprofits, regional waste groups, funding providers	Waste management & related consultation, workplace training, tip shop, community garden w/ bush regeneration & bike repair shop	5
WorkVentures	To connect people with choices so they can improve their own lives, using the benefits of technology (WorkVentures Ltd, 2014).	Unemployed, disadvantaged youth, seniors, ex-offenders, Indigenous, disabled, migrants, refugees, corporates, government, funding providers	IT repairs, refurbish & resell computers, software testing & vocational training	4

Underneath is a brief description of the cases in this study. Appendix 2 gives an in-depth explanation of each one, detailing their individualised marketing and social marketing practices.

Abbotsford Convent

Abbotsford Convent germinated from a community coalition to bar development of a 6.8 hectare heritage compound located on the outskirts of Melbourne's central business district (Abbotsford Convent, 2012). Initially a small cluster of community members organised a letterbox drop and set up information tables on bike paths in Fitzroy and Kew to raise awareness for the campaign. They circulated a petition, held public meetings and requested people to write thousands of letters to the City of Yarra, the State Member of Parliament and

Heritage Victoria in favour of saving this landmark. The grassroots campaign escalated into nearly a decade long court battle against a well-resourced developer, but \$3 million was raised through philanthropic funding, and prospective lessees were secured to support the community's bid. Consequently, Abbotsford Convent was dedicated to the people of Victoria to be governed by a foundation (ACF), vested with the responsibility for its resurrection into an internationally renowned, thriving arts and cultural precinct (Abbotsford Convent, 2014a, 2014d).

Ashoil, Ashlinen

Ashburton Aboriginal Corporation (AAC) started in 2000 to help Indigenous people experiencing poverty, homelessness and other misfortune (Walker, 2012). The corporation tendered and won a larger government contract, CDEP, that transitioned into another RJCP [program] to provide regional training and employment for 23 Aboriginal communities in Hedland and the Western Desert of Western Australia (Ashburton Aboriginal Corporation, 2013). However, the corporation wanted to position itself against risk, not to be reliant on one government contract. Therefore, it expanded its offerings and became a RTO (a government training provider) for community members with Pilbara TAFE (a tertiary institute) to extend its economic engagement, and AAC subsequently spun off several social enterprises, including Ashoil and Ashlinen that are wholly owned subsidiaries of the parent corporation. In order to carry out its work, AAC established numerous strategic partnerships that led to signing memorandums of understanding, service, supply, funding and land use agreements between itself, Aboriginal Land Councils, Rio Tinto and the government along with a broader network of partners (Minerals Council of Australia, n.d.). Its overall operations generally serve as a training ground for the local Indigenous population who later become workers for the neighbouring mining conglomerate, moving into higher-paying jobs. Since AAC acts as a contractor for Rio Tinto, the mining giant cooperates in a mutually beneficial arrangement by assisting Ashoil for example with its pre-qualification and tendering process. Further, Rio Tinto gives preferential

weight to Aboriginal businesses because it wants to harbour strong local relationships and maintain their important social license to operate on Indigenous land (Department of Indigenous Affairs, n.d.; Minerals Council of Australia, n.d.).

Ashoil collects used cooking oil (UCO) from mining camps (Social Traders, 2016) dispersed across the Pilbara region for refinement into biodiesel at its headquarters in Tom Price (Lee, 2013). Through their Community Partnership Program, Rio Tinto was instrumental in helping Ashoil to learn about biodiesel production and meet their standard of compliance (Minerals Council of Australia, n.d.) with government to create a variance of diesel. More recently, Rio Tinto cooperated with the start-up of Ashlinen, allowing it to collect redundant linen from the mining camps for resale as cleaning rags or redistribution to charity shops.

Hepburn Wind

Hepburn Wind is a community-owned wind farm in Central Victoria, situated 100 kilometres northwest of Melbourne (Hepburn Community Wind Park Co-operative Limited, 2014). Its founder was responsible for developing public interest and ownership in this renewable energy project. Stalls were set up in the centre of town to educate people about the merits of generating clean energy from wind power instead of relying on the most probable electricity reserves that emanate from coal-burning plants in Latrobe Valley, based hundreds of miles away. Consensus for the wind farm slowly evolved after an advertisement placed in the local newspaper invited residents to join a group, focusing on the contributions that communities can advance towards sustainability. Newsletters were published, a website was posted, and the project started to attract regular media coverage (Nelson, 2008). To mobilise a groundswell of support for the project, interested residents travelled on bus tours for a first-hand inspection of an operating facility, the Challicum Hills Wind Farm. This caused a monumental shift in public opinion in favour of the wind farm coupled with forums held and presentations conducted before Hepburn Shire Council to educate leaders, and dispel misconceptions for garnering wider community acceptance. The initial wind power committee worked in conjunction with an expert to

surmount operational and planning hurdles while a massive fundraising appeal galvanised mostly locals to participate in a benefit-sharing model of egalitarian ownership. The culmination of these efforts empowered locals to become proactive towards averting climate change, making the community more cohesive and resilient (Hicks, 2009) and helping the organisation to gain worldwide recognition for its leadership in small-scale commercially generated renewable energy (Hepburn Community Wind Park Co-operative Limited, 2014).

Human Ventures

For nearly twenty years, Human Ventures operated a multimedia communications company from Brisbane that simultaneously mentors and supports the development of community enterprises in regional areas of Queensland. This profit-for-purpose business is modelled on helping disadvantaged youth by running creative skills programs to nurture human capacity and work readiness within their communities. The crux of their business philosophy succinctly states on their business card: 'community programs plus creative services equal positive change'. Methods they employ to achieve results is transferring skills taught via visual and performing arts with an emphasis on digital storytelling along with event production and enterprise development to foster direct benefits for individuals and businesses (Human Ventures, 2014). The intent is for programs to become financially self-sustaining. One of their successful events transitioned to community ownership, allowing the organisation to scout for a replacement to start up a new program in another community.

Infoxchange

Infoxchange is a veteran community sector organisation begun over twenty-five years ago. It has two Australian offices in Melbourne and Brisbane, and it supports a sister operation in Christchurch, New Zealand. Infoxchange was born from the vision of a former social worker that recognised the efficiencies to be gained from sharing information using technology among government agencies. Trying to coordinate shelter for homeless people in Melbourne, this visionary realised the value in transmitting and accessing information on available community

service beds in real time, thereby paving the way for health and welfare agencies to link their resources together through information and communications technology for positive social change by applying the company creed of 'technology for social justice'. The organisation continues to foster digital inclusion and digital proficiency across nonprofit organisations, mostly using web-based apps and the cloud to exchange information, ideas, and to sell refurbished computers to lower-wage earners and the unemployed (Infoxchange, 2014). Aside from these core commercial activities, Infoxchange allied with corporate volunteers to connect disadvantaged residents in three public housing projects with the Internet and teach them life-changing skills to overcome the 'digital divide'. Over the years, management tried to wield its influence on policy-making for digital literacy by writing white papers and testifying about the merits of disbursing skills in ICT at federal and state inquiries.

Perth City Farm

Perth City Farm operates under the auspices of Men of the Trees (MOTT), a nonprofit association, focusing on environmental solutions through planting and protecting trees. Yearning for a healthy, green zone in the city, members of Planetary Action Network, MOTT's youth branch, transformed a battery recycling and scrap metal yard in East Perth into a metropolitan community garden over twenty years ago after receiving temporary approval from the East Perth Redevelopment Authority (Perth City Farm, 2014). The City Farm is set up as an integral urban farm model whereby the cultivation area is embedded within a larger structure that allows for conducting broader activities (Clouston Associates, 2010) for mutual benefit and income. This design facilitated having extra space to lease for a café and circus school, and to host weekly organic farmer markets and provide venue hire to the community at large. The farm area is utilised to sell produce and to educate the public about permaculture principles and to offer a community refuge to locals and visitors (Perth City Farm, 2014) who are drawn to a TAFE, hospital and homeless shelter that are in close proximity to the City Farm.

Resource Recovery, RRA

Based in the mid-coastal region of Tuncurry in New South Wales, Resource Recovery spawned from a local Skill Share project to operate the local tip (Great Lakes Community Resources, 2014). Parent organisation, Great Lakes Community Resources, decided to commence this business in 1991 to tackle pervasive local unemployment through waste reduction and recycling, preventing unwanted items from disposal in landfills and giving the most socially excluded residents, primarily Aboriginals and ex-offenders, training and employment. It operates multiple community enterprises from its headquarters including a solar-powered tip shop (converted from a former automotive mechanical workshop), a community garden, a bike repair facility and a Men's Shed (a nonprofit organisation to support men's health and wellbeing). More recently, Resource Recovery branched into a consulting and coaching service (Ong, 2014; Resource Recovery, 2015), RRA, to roll out a second operation in Gladstone, Queensland due to the resounding success of its initial business model, and managers frequently visit other national sites or host visitors to share ideas on waste management services. Resource Recovery was awarded two industrial ecology contracts by the EPA to extend its business in northern and southern New South Wales via a grant from Westpac (one of Australia's largest banks), and it collaborates with the international organisation, TerraCycle to extend the remanufacturing of used items into industrial products.

WorkVentures

Established over thirty-five years ago, WorkVentures' late founder was a community liaison officer for the New South Wales Department of Youth and Community Services who believed the dependence of charities on the government (Hetherington, 2008) showed a lack of innovation. He started up a small Christian community development entity, Peninsula Exchange, to alleviate the plight of homelessness and poverty (WorkVentures Ltd, 2014). An entrepreneurial champion, this community leader believed partners in businesses could become social investors for social returns so routes to self-sufficiency were put in place under the principle that

“disadvantage is best overcome by equipping people with skills and capabilities to sustain independent employment” (Hetherington, 2008, p. 10). Although various types of businesses were trialled, WorkVentures honed its focus on ‘social inclusion through technology’ while maintaining its initial mission of helping disadvantaged people. The organisation provides hardware training for employment and digital technology career pathways since the successful introduction of a Compuskill program in 1984 (WorkVentures Ltd, 2014), the first Australian IT training course offered to surmount obstacles to employment. WorkVentures is a registered RTO, and it continues to engage with industries and communities to build the capacity to improve lives through teaching new skills, providing affordable access to technology, and contributing to the community by extending employment.

Organisations operate unique business models for sustainability

In summary, findings revealed the social enterprises collectively function as profit-for-purpose businesses whereby income generated from their social ventures or for-profit entities is reinvested towards fulfilling their social agenda. The research also vindicated that each one was a pioneer within its field by exhibiting entrepreneurial characteristics in how it either developed unique products or services for specific target markets or the way in which it creatively approached doing business within the organisation’s respective market environment. This was evidenced by the fact that many firms even lacked direct competitors such as Hepburn Wind. It was the only Australian company that introduced renewable energy conducive to the requirements of their community, and it relinquished ownership of the project to residents, predominantly instituted through a local share offering to raise the investment capital.

We are a community enterprise. We’re a cooperative structure and we have 2,000 member shareholders (Hepburn Wind, Respondent 2).

Hepburn Wind’s standing as an inclusive community model of sustainability was confirmed by the other enterprises to achieve specific goals. The goals are mechanisms in the social enterprises that brought people together to build community assets rather than focus on shared

disadvantage. Table 5.3 reviews the innovations and provides additional examples of each organisation.

Abbotsford Convent Foundation owns a site in Abbotsford with 11 heritage buildings...It manages the site to stay open and accessible to the public...The site was saved by the community for the community. Everyone realised they couldn't save the site without having a solution as to what it will be, or without having that sort of content. So I think arts and culture and learning have been the three – It was more of a means to an end and what to do with the buildings (Abbotsford Convent, Respondent 1).

Table 5.3 Operate a unique business model for sustainability

Examples of goals	Examples of specific actions
Redevelop historic buildings w/resource-efficient design & manufacture	Save & manage 11 heritage buildings for utilisation as arts, culture & learning platforms (Abbotsford Convent)
Offer training & employment to marginalised groups	Job creation in overseeing a Community Development Employment Program & reducing high fuel prices by developing a biodiesel operation (AAC)
Harness renewable energy	Establish & operate a community wind farm with a cooperative structure of 2,000 member shareholders (Hepburn Wind)
Run arts and cultural activities for income & entertainment	Utilise creative arts as a tool to address social issues via community programs or fee-for-service projects (Human Ventures)
Diffuse digital technology in society for reduced crime & productivity	Distribute technology to enhance digital proficiency & digital inclusion programs for those socially disadvantaged (Infoxchange)
Teach permaculture & propagation	Grow & harvest edible plants, provide community space, venue hire & offer training programs (Perth City Farm)
Reduce & reuse waste	Collect and divert waste by reselling resources & mentor with government & business to spur spinoffs with industrial ecology projects (Resource Recovery)
Engage in communal sharing for social welfare	Repair, refurbish & resell computers for low-income earners in conjunction with software testing services (WorkVentures)

Like Hepburn Wind, evidence showed many of the organisations pursue environmental sustainability as a direct component of their operations. For instance, Resource Recovery's business deals with responsible waste management. They employ marginalised groups to collect and divert waste for converting into new resources for mutual profit. On the other hand,

several of the organisations' activities do not directly focus on sustainability. Abbotsford Convent rebuilds physical spaces by retrofitting and reactivating unused heritage areas that incorporate environmentally sustainable design principles, and Human Ventures does not rebuild, but reactivates unused community halls and public spaces to hold workshops so it can create diversified, healthy economic streams for the townspeople served living in recessionary regions.

The Shockwave Festival is held in Blackall each year, and that's delivered in the community hall that at one stage was run down and not used...so a combination of our securing funding, partly with the Council, redeveloping that building and redesigning it, then coming up with a program to support and develop the artistic skills and talents of the young people, and have them perform in that space, and bringing the community together to celebrate that (Human Ventures, Respondent 2).

Sustainability however is a general part of the organisations' modus operandi such as implementing strategies for reducing energy usage or reusing water. It was found Abbotsford Convent aspired to ingrain future sustainability strategies that were approved by their board to reduce their environmental footprint into everyday operations. Management applied for a grant to appoint a resident sustainability officer, but it was rejected. In the meantime, staff members persevered to enact these types of strategies in small measures that were subsumed under their current staff responsibilities, and were in line with budgetary constraints.

We've just recently given something like \$5,000 in-kind support to the City of Yarra's Sustainability Festival. So there's a lot of learning, workshops and things like that and they're going to be on site for free. So whilst we've got no-one— I mean, I've been working in sustainability and it's like five percent of my role, but essentially I don't have time to program anything, but I can build relationships with people and then give them free venue hire and things like that (Abbotsford Convent, Respondent 2).

Next all of the organisations are tied together by identifying how their unique business models caused them to initiate strategic marketing and social marketing activities; then the results focus on how the organisations engaged and reported back on their performance to stakeholders.

5.3 Cross-case descriptions

RQ 1: How were commercial and social marketing strategies deployed in Australian social enterprises to attain their economic, social and environmental missions?

The following sections review the marketing themes that were identified including concepts and sub-concepts of: market research, branding and imaging, consumer and competitive analysis, marketing mix and networking.

5.3.1 Commercial marketing practices

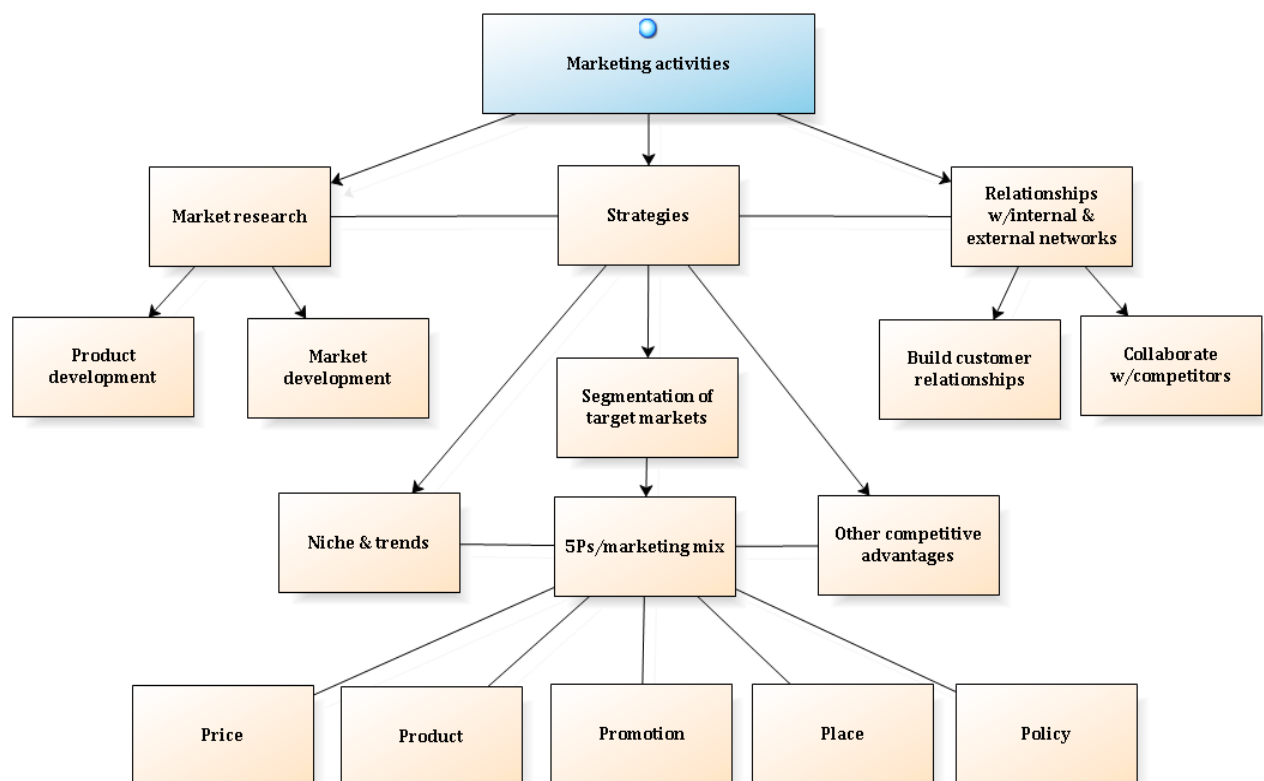
Related to general marketing activities, respondents were asked whether they carry out market research and planning, how they analyse consumers and competitors, and if they segment their target audiences. This included questions to discover the methods implemented for conducting external and internal market research, attracting and retaining staff and volunteers, whether they invest in training or continuing professional development to educate workers about products, services, programs that are instilled to realise the organisational mission, and if they offer any incentives for good performance.

Pertaining to the marketing mix, questions to respondents centred on the organisation's products, price, place, promotion and policy—an important facet of business for social enterprises. The product line of inquiry concerned the ways management attracted consumers to their company's products or services. Responses on pricing revealed what dictated price setting (e.g., cost plus a certain percentage, what the market will bear or based on competitor pricing), and any reasons for changing prices due to escalating costs, rising competition as well as potentially inserting any opportunity costs such as seeking a margin for fulfilling social

impacts. Related to place, the questions addressed whether the organisation's production and distribution facilities are locally based, and whether the organisation transacts online sales. Then multiple questions on promotion dealt with the channels each company employs to communicate with its stakeholders, particularly the delivery of messages across technical platforms. Lastly, respondents were questioned how their organisation is affected by or causes an effect on public policy.

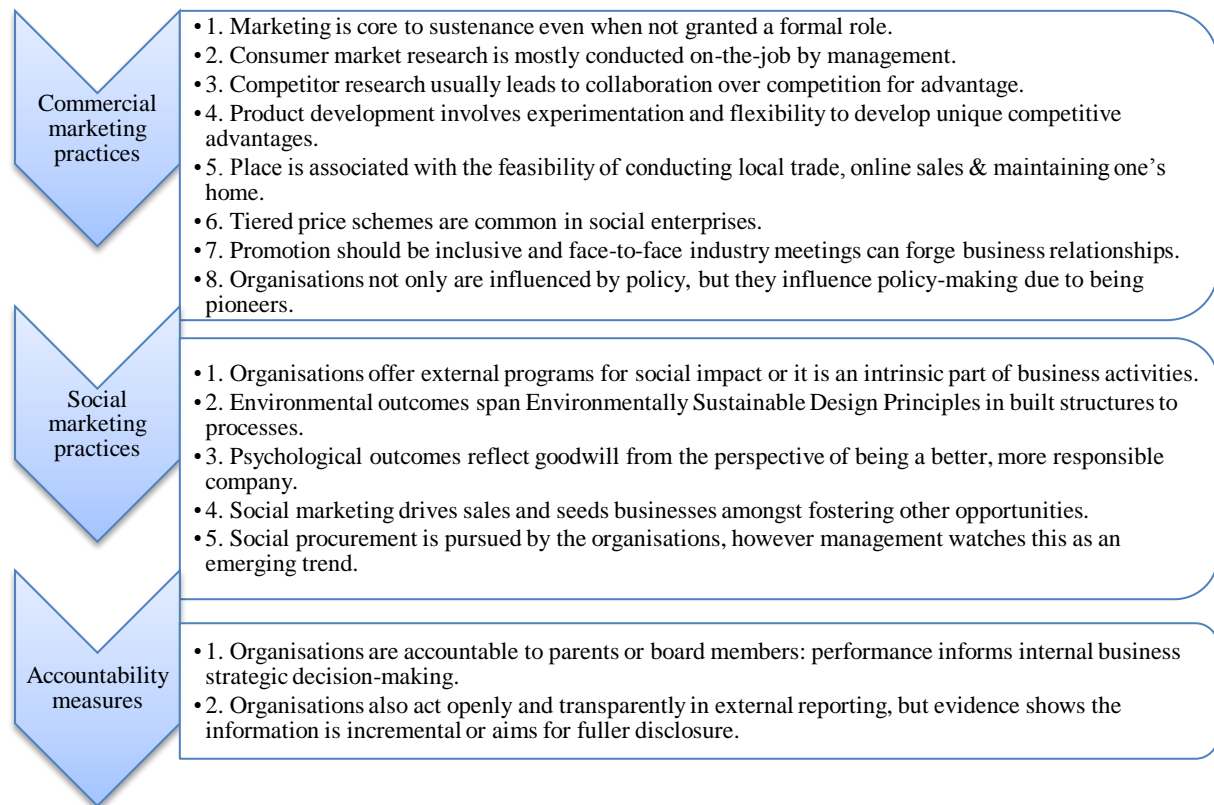
After manually coding the data, Figure 5.1 illustrates the categories that were created under the umbrella of marketing activities in NVivo where the captured data was imported for further investigation.

Figure 5.1 Marketing categories examined for themes and sub-themes



Findings for the overall marketing practices begin with general similarities then move to more discrete patterns as seen in Figure 5.2, depicting the main themes that were distilled from the evidence.

Figure 5.2 Sequence of themes



Theme 1: Marketing is core to sustenance even when not granted a formal role

Evidence showed marketing is a core component of business survival even though firms may not have granted it a formal role; in fact, some respondents did not consciously realise they discharged marketing strategies in the course of doing business. Many of the organisations are smaller enterprises composed of limited staff members whose titles may not reflect marketing, but this function was integrated within their responsibilities. Additionally, while respondents claimed that their organisations were under-resourced in this department, it seems marketing is competently addressed by these leaders or intrapreneurs charged with deciding and setting strategic direction. This point was corroborated by all of the social enterprises undergoing growth, change or acting to remain viable within their industry.

Crucial elements for successful marketing are establishing credibility, reliability and ensuring product availability

Results indicated companies must fundamentally demonstrate credibility and reliability within their respective marketplace as well as ensuring a product will be available to supply to buyers. Credibility stemmed from having longevity in business to build trusting relationships with those companies that an organisation desired to do business with. Similarly, an organisation has to show its reliability by working with those businesses over time, instilling the belief that it can deliver on the exchange that was agreed upon and that it adheres to professional standards such as the ability to meet deadlines. Availability, by extension, lent credence that the organisation has the capacity to supply quality products or services at competitive prices.

For us to actually market to Rio Tinto we had to actually prove that we were a credible supplier...We had to have all of the health, safety and environmental standards in place so Rio Tinto helped us achieve what's known as a Category 3 Supplier. That meant implementation of a number of management systems that they helped us with. The fact that we could actually supply the product on a continual basis....so whatever they wanted they would get, and the fact that we've done that for four years without fail is testament to that...(AAC, Respondent 1).

Other critical marketing elements identified are the ability to remain alert to seize opportunities in the marketplace by spotting trends or seeing where the company can fill a void. Hence, the organisations constantly scoured their market environment for internal and external opportunities to obtain business, especially by establishing contacts that can recommend business opportunities for the social enterprises.

I think a lot of our success lately has been a function of getting business via relationship contacts that we have through the board, through management, through repeat business, through advocacy...(Human Ventures, Respondent 2).

When a product is introduced, findings established it has to pass approval of buyers by avoiding risk, being more cost-effective than a competitive product, conforming to product specifications, and providing good references from customers that the organisation already does business with.

So the waste engine oil is something that we've been working on for the last two years and we presented it to Rio Tinto as a potential money saver...Rio Tinto will always assess things on a risk basis. So again, we have to go through the whole process of can we sustainably supply it? Can we meet the product specifications? Can we ensure that it's not going to have any adverse effects on it? We naturally have to have our champions within Rio to help push it through (AAC, Respondent 1).

Once alliances develop, an organisation needs to position itself to market new goods or services. Then it can leverage its foothold to potentially implement strategies for initiating joint projects with existing customers. The fundraising department at Abbotsford Convent, for example, hired a new development manager to strategically develop stronger relationships with its current supporters. Despite lacking finances, they figured out how to pool ideas and resources for new business development. One way this was achieved was introducing an outdoor public cinema through long-range planning and design to deliver night-time entertainment that became mutually advantageous.

Something like the Shadow Electric Open Air Cinema...when they started, they came essentially with an idea that they wanted to have this cinema and bar and...it was vacant space. It was two years of planning, of working through the concept, and then it finally got approved. We restored the space. They now rent that space at a low fee. We work with them constantly to deliver that and ensure they can do it (Abbotsford Convent, Respondent 1).

Table 5.4 highlights the essential elements and practices by the organisations to realise their marketing goals.

Table 5.4 Data supporting 'crucial elements for effectively marketing one's products or services'

Elements	Methods for actualisation
Credibility, Reliability Product availability, Cost-effectiveness Up-to-date technology	Building up a relationship over time as a supplier & demonstrating one's legitimacy (AAC) Proving the company's reputation for delivering quality goods or services at competitive price points (Human Ventures) Restoring & repurposing outdated computer equipment while concurrently testing software & introducing more powerful or sophisticated computer systems (WorkVentures and Infoxchange)
Egalitarianism	Giving artisans access to space to work in regardless of their career stature or income levels (Abbotsford Convent)
Contacts w/business & community Good customer relations	Selling community shares in a closed registry for self-sufficient energy without incurring huge debt (Hepburn Wind) Growing organic fruit & vegetables for onsite sale beside local producers in weekly markets (Perth City Farm)
Economic stimulation	Tackling waste management on behalf of council & providing local jobs (Resource Recovery)

The majority of respondents said facets of their marketing were 'organically' produced especially during the onset of the enterprises. To varying degrees they reported becoming more astute over time at executing a raft of marketing strategies to garner more business, but respondents overwhelmingly voiced the need to continue exerting greater marketing efforts to raise awareness about their organisations by disseminating increased information about their products or services.

I think it's been improving since we got clarity around it and what our message is and what we're offering. But we can certainly do a lot better in terms of getting the Human brand and raising awareness, getting it out there so people think of Human and they know what it is (Human Ventures, Respondent 2).

We need to do more of this because we're finding a lot of people don't know much about our organisation. We've got plans for a Visitor Centre because our organisation has physically got its back to the public (Abbotsford Convent, Respondent 2).

Marketing can also dispel misperceptions about an organisation. Therefore, respondents said it was necessary to provide clarity with readily available information about a company's products

or services even for those who are slightly familiar with an organisation, and then gradually increase marketing responsibilities.

Then also once people do come here, to ensure that they actually know what's available because again, some people think that the convent is the gallery or they think the Convent is a café...I guess a big thing is that I think that we're still really young and that probably two years ago weren't doing any sort of marketing; it was designed by an intern and we didn't have anything, so we're just at stage one and there's probably a lot of potential there that we're yet to tap into (Abbotsford Convent, Respondent 1).

After a product launch, it is imperative for the social enterprises to continue capturing support for increasing the revenue side of the business. This provides ongoing revenue to inject fuel for the organisations' social engine.

Last year we restored three new spaces...completely not able to be used before, and now they are spaces for rehearsals and concerts and things like that. So I guess it's a big thing in the organisation about developing that understanding of the need for the commercial side of the business in supporting a lot of the community and arts programming (Abbotsford Convent, Respondent 1).

Linking one's products to partner products yields extra value for those communities served by the social enterprises. Hepburn Wind's members own an equal share in the company that entitles them to ownership, but they still must pay for their electricity. The wind farm formed an alliance with an electricity reseller, and encouraged its shareholders to purchase clean energy from this company for their households. In return for the business, Red Energy allocated a portion of the rates towards Hepburn Wind's community fund.

Since then our supporters are able to purchase our electricity through Red Energy and we've got a share product with them that is the community saver. We have an arrangement with them for every customer they contribute \$50 per annum into our community fund. So for our

stakeholders that's a retail product with a difference so a lot of them sign up to the Red Energy product because they can see that Red Energy is making contributions back to the community as well. It's not just a standard product (Hepburn Wind, Respondent 2).

As the social enterprises become more cognisant of the value of marketing, they endeavour to devote more resources to this function to reap rewards. Infoxchange adopted a three-year strategy that contained objectives for making a larger impact to scale up marketing. As part of this effort, the organisation transferred an employee to head up a designated marketing position. Responsibilities delegated to this staff member included handling internal communications for product and website launches, running campaigns and writing reports for board members. In 2014, this staff member helped the organisation to win the Google Impact Challenge, a not-profit competition, after pitching a social impact project. The organisation acquired a magnanimous \$500,000 prize for their online Homeless Assist service plus it gained coveted exposure on Google's ubiquitous online network. Another bonus from the appointment was that fellow staff members positively reacted to having someone on board to handle marketing by reaching out to propose suggestions, leading to new business development.

...but now it really is seen as being much more important, so yes, I would say it's valued, and people like that there's someone who works in marketing that they can come and ask and talk to and say, "I've got this idea. I want to run a campaign", rather than just sitting within their own team and thinking we could be doing this, we could be doing that, because in terms of marketing a lot more is happening now with the formalisation of that as a particular area (Infoxchange, Respondent 1).

Recognising the low priority given to marketing and the promise it held for securing more business, Perth City Farm brought in a partner with a wealth of proven experience in marketing to outside corporate sponsors, OzHarvest. Further, they restructured their business by hiring a new management team, and sought advice from an associate in their parent company with marketing expertise to help the business grow. Following downsizing, WorkVentures also took

measures to remedy the downturn in business by placing an emphasis on marketing. The board replaced their Chief Executive Officer with an employee who was savvy in marketing, an expert in the IT industry, someone who knew many corporate executives to contact to pursue business. Hence, the organisations cannot rest on their laurels; marketing is an evolving process, and the need for marketing may become more pronounced when a change occurs or urgency arises.

When I first started working it was all about capital raising so marketing was a very strong focus. So all the kind of activities that we did whether it was street stalls or other wind farm tours or heaps of social media and e-communications—it was all around marketing the cooperative at that stage. Then once we started generating the focus was all around marketing the energy product. So we're at a stage now where we're not necessarily trying to sell anything at the moment, but we will be next year when it comes back onto our premium product so it shifts...(Hepburn Wind, Respondent 2).

There may be occasions however when an organisation deliberately elects to refrain from full-blown marketing exercises until it is ready to handle a bigger volume of trade. Abbotsford Convent held back on marketing because it was not prepared for the expected traffic that would be received until renovation is completed with safe spaces for universal access. Another reason the organisation was very careful to manage the growth of marketing is because the Convent coexists within a residential setting so restrictions were upheld whereby growth can be managed to avoid conflicts with neighbours.

It'll be one of those things that it will probably grow exponentially because I guess it's that so many people haven't known about the convent or we haven't had, for example, spaces to rehearse in and now we do, and as soon as you get one person they keep coming back and then we get a new person (Abbotsford Convent, Respondent 1).

Additionally, the organisations periodically act slowly to introduce marketing to temper business growth to facilitate methodical development. They let activities unfold in stages while

carefully implementing strategic planning in concert with their stakeholders to keep growth in check.

Yes, and for communities to adapt I think things need to happen in stages and things need to be developed in an appropriate way with the community (Hepburn Wind, Respondent 2).

Theme 2: Consumer market research is mostly conducted on-the-job by management

It is unusual for the social enterprises to formally carry out consumer market research; knowledge about their target publics mostly comes from first-hand learning. A few organisations conducted baseline studies to develop a keen grasp of who their stakeholders are in all directions—upstream, midstream and downstream—as evidenced in secondary data for Resource Recovery, ‘A baseline study of Australia’s community recycling enterprises’ (Yousefpour, Barraket, & Furneaux, 2012). Therefore, different target publics are solicited by the organisations at various times, depending on what the business aims to accomplish, but often these groups overlap.

We have concentric circles of community. It’s an interesting—obviously we’re popular with our locals. A lot of locals saved the site. We’ve got our own community on site of tenants...I did community relations in order to make the first two circles of those concentric circles more happy, more accessible to planning and I suppose build bridges with the organisation and the wider community (Abbotsford Convent, Respondent 2).

Target markets

All respondents could readily identify who are their target markets that they pitch for selling goods or services. It was seen that one group is the market that the organisation want to exchange offerings with. A second group is the investors or partners that they engage with in order to gather money or in-kind resources for an exchange of products or services. A third group is staff or volunteers who work in-house or embark on community outreach to teach people skills. Technology providers, Infoxchange and Work Ventures signed an agreement with

Microsoft to furnish software on refurbished computers that they installed in certain public housing projects. Then staff and corporate volunteers ventured into designated zones to transfer their knowledge of digital literacy skills to the people living within these community spaces.

Depending on the audience and the situation, a social enterprise appeals to a particular target market with a particular strategy. Abbotsford Convent knew that two-thirds of their visitors were under the age of 35 so they catered a majority of programming for young adults. However, they also knew from surveys that the organisation attracted older people who liked to visit the Convent for its historical value. For this latter group, they offered tours of the grounds and buildings. For mothers during weekdays, they offered food and beverage amenities through on-site cafes between 9 to 11am when they were prone to visit. Over weekends, they received families so they ensured the site offered free activities with colour and movement to entice children to play in the midst of the Convent's inviting, spacious grounds.

Target markets occasionally shift as circumstances change for the organisations. As mentioned, prior to gaining approval for building the wind turbines, Hepburn Wind's focus was devoted to their immediate community, Energy Victoria and the state government of Victoria (local council chose to be non-partisan) to obtain approval and move forward to raise capital for building the turbines. Post-operation however, the organisation's marketing emphasis switched to vested shareholders and other supporters, mainly mums and dads residing in the region unless a special event was planned. Then Hepburn Wind modified its tactics to draw wider audiences. Regardless of who is being targeted however, working cohesively with one's partners is sine qua non for doing business. It was shown to open the doors to trade by fostering additional partnerships and at times was contingent upon further expansion for the organisations.

We needed an external champion who we never would have got just on our own... It's Rio Tinto. We had two supporters—one in high level management and one mid-level management that were very strong supporters of our organisation and what we hoped to

achieve by utilising the biodiesel in the blasting. So they were absolutely critical... Well, with the waste engine oil, FMG [another mining company] will agree to utilise it at their Solomon mine site [in Western Australia] if we get Rio (AAC, Respondent 1).

Incentives for the other party can also help to forge a relationship with a social enterprise by unleashing a reciprocal benefit. As mentioned, in the case of Ashoil, by helping its biggest client, Rio Tinto was thereby able to maintain its social licence to operate in the Aboriginal countries where it signed mining agreements and conducted operations.

Theme 3: Competitor research usually leads to collaboration over competition for advantage

Often the organisations do not perceive that businesses offering the same products or services (Renko, 2013) are competitors to be kept at arm's length because they were accustomed to closely operating via partnerships while doing business. Since this is the standard that they always adopted to relate with stakeholders throughout their life cycle—from setting up systems, keeping abreast of what was happening in their industries or forging alliances to expand product development, collaboration rather than competition in all directions is integrated with the way they conducted business. Of significance is the fact that this method usually led to advantage rather than disadvantage. Thus, a social enterprise may even choose to occasionally ally with a competitor to operate for better economy of scale. This was evidenced by Infoxchange, choosing to join Connecting Up after years of both organisations acting separately to deliver a broader geographic reach of digital efficiencies to nonprofit organisations. Acting together opened up greater opportunities in their marketplace because it allowed them to access resources or capabilities they would not otherwise be able to obtain, to catalyse a synergy for both parties.

Collaborations between onsite tenants in applicable social enterprises can also lead to the exploitation of greater business opportunities. ACF required collaborations in its leasing arrangements with artists and they offered incentives to its community of artists through grant

programs and exposure from hosting art exhibitions to spark increased outside interest in procuring tenancies. An alternative way to strike a cooperative business relationship happens when a social enterprise elected to team up with co-located, like-minded organisations. The Perth City Farm lies adjacent to St. Bartholomew's House (an Anglican centre for homeless people), and Central TAFE is situated behind them. They all worked jointly for sustainable outcomes such as the past GRO project when men from St. Bartholomew's helped to build controlled-condition enclosures at the City Farm for GRO (growing oyster mushrooms), and TAFE students oversaw collecting coffee grounds, a substrate to harvest and sell this delicacy for market.

Evidence showed one final way that a social enterprise may collaborate with competitors is by divulging intellectual property with others wanting to replicate its business model. The organisations perceived this as the means to achieve collective impact within the industry they occupy. Therefore, Resource Recovery shared information about its waste management processes with competitors through its industrial association, Community Recycling Network (CRN). Also, management frequently visited or hosted competitors on site for this purpose. After Hepburn Wind commenced operations so many communities including neighbours wanted to set a community renewable energy scheme like them that several officers decided to help establish a peak advocacy body via a wiki to post online information that could assist prospective communities to realise similar aspirations, leading to mutually beneficial outcomes. Hence, the social enterprises sometimes even assisted outsiders with no prospective business interests solely to assist them to achieve common social or environmental objectives.

We're like an online education tool. So if other communities are doing great things we capture their IP and promote it for other communities as well. It's all about creative commons. Everything is to be shared freely and the aim is to get as many projects up as possible not to compete in the market. It's a very collaborative strategy—collective impact strategy (Hepburn Wind, Respondent 2).

Theme 4: Product development involves experimentation and flexibility to develop unique competitive advantages

All of the organisations fill a niche through conducting specialised product research to set them apart from competitors for reaching at least a modicum of success. Evidence demonstrated the social enterprises try to create something that was not available elsewhere by honing in on gaps in the marketplace. This is where entrepreneurship comes into play and distinguishes the social enterprises from other organisations. They develop innovative products by conducting market research to identify a need, and investigate how to arrive at a business solution by determining how to produce a novel good or service for exploitation in the marketplace. The process entails a narrow search, focused on catering a product specifically for its intended audience.

It's normally very specific. Like we've got an idea and we want to see if there's a need for that and has it been done before (Human Ventures, Respondent 1).

We needed to look at: are there facilities in this area that could support wind-generated electricity? What companies could be involved? How do we meet the planning code of Victoria? How do we achieve funding? So we partnered with a company in the early days called Future Energy who were in the marketplace doing exactly that - assisting communities and private enterprise too I think in researching all these things. We also got some ideas of the community engagement processes from Future Energy (Hepburn Wind, Respondent 1).

Every social enterprise polls their audiences with surveys during this market research stage to discover how to satisfy consumers' wants and needs. Since they are not interested in making and then selling a product or service 'at' an end user, but want it to be conducive to the end user, they expend effort to design it accordingly using in-house experts or by hiring professional consultants who are equipped with the necessary capabilities.

...surveying large numbers of people...what are the problems they're having engaging with digital technology and what might be some of the solutions? It's a classic market research piece (Infoxchange, Respondent 2).

We can build it ourselves, own it, have it appropriately sized and scaled for the local needs, and spread the benefits really widely...so looking at having more of a holistic approach (Hepburn Wind, Respondent 2).

Then a prototype is tested with a target audience for fit. Irrespective of receiving feedback and consumer purchases, follow-up monitoring is carried out. Because these organisations stay attuned to their audiences, they not only built products that fit them, but also provide follow-up personal service that their market appreciates and is responsive to. Keeping in touch allows the organisations to receive inside knowledge of their market should they later decide to refine or expand their product line. For instance, if a social enterprise is legally structured as a nonprofit organisation and it wants to devise a solution for other nonprofit organisations, they have a first-hand view of what is needed. This gives them an inherent advantage to produce a superior product for their marketplace. One of Infoxchange's digital services, JobFutures, is a nonprofit employment network. A respondent from this company explained how this employment network that they developed works more efficiently than most online job service boards because it matches people who are actually looking for nonprofit work with agencies that are seeking those personnel.

Like our online applications that we offer to the sector, the core advantage of them really is that they've been built in partnership with the sector. So rather than it being a software company that's built an application and is now trying to market it to the not-for-profit sector, ours has been built with workers from the not-for-profit sector...and that gives us a significant competitive advantage in terms of ease of use and the fit within the not-for-profit sector (Infoxchange, Respondent 2).

In other words, the organisations create products and services with unique selling points and use them for competitive advantage. The following list in Table 5.5 relays participants' views of the competitive advantages they created through offering specialised products and services to customers.

Table 5.5 Unique selling points for the social enterprises

Organisations	Competitive Advantages
Abbotsford Convent	Combined arts & cultural programming, tenancy & venue hire in one historical institution w/extra space for redevelopment by the Yarra River
Ashoil, Ashlinen	Indigenous engagement to satisfy Reconciliation Action Plan of mining companies
Hepburn Wind	7.5 average yearly wind speed conditions w/main electricity grid connected past the wind farm to generate power & democratic governance with one vote per membership
Human Ventures	Creative services to satisfy social good
Infoxchange	Only nonprofit entity offering unique technology products for nonprofit organisations & linking numerous health & social service agencies together via databases
Perth City Farm	Nutritious, safe & welcoming green zone in an urban area
Resource Recovery, RRA	Experience & mentoring in waste management & recovery
WorkVentures	Patient, personal approach given to staff & customers wanting to buy low-cost computers or IT equipment & offering training & certification

As stated, once products are launched and established, the organisations continue to look for opportunities to extend their offerings. They perform basic accounting on existing product lines to see if there is a demand to justify a trial release of an alternative product. Sometimes this involves selling existing products to a new marketplace. Perth City Farm cultivates plants for edible and medicinal purposes. They considered packaging and selling these plants elsewhere along with compost for others to grow their own organic produce.

What we need to do in that sense, because it is also looking at peoples' demand for organic produce...We're looking at maybe—we've got compost—of maybe being able to package that both in a solid and liquid form to sell (Perth City Farm, Respondent 1).

Another way the organisations attempt to seize business opportunities across a horizontal market is by creating a new income stream. Resource Recovery did this by turning the waste it recovered into resources after intensively sorting rubbish for resale. Over time with the release of new technologies and via partnerships, more disposables have become capable of being transformed into new products so Resource Recovery adds these offerings to their services. WorkVentures similarly offered an e-waste line to replace parts of customers' outdated electronic equipment. This 'legacy repair' side of their business became a valuable asset of their trade with corporate customers who want to fix older computer or electronic systems.

A different income stream can develop by capitalising on an intended, but unreleased product or service by waiting until the timing is appropriate to launch it. Hepburn Wind planned to offer a 'premium product' for selling credits it received in generating renewable energy. Rolled out in 2015, this newer service functions as an online system whereby consumers or businesses that want to offset their personal, event or travel-related carbon emissions can buy a portion of Hepburn Wind's large-scale energy generation certificates. A description of their approach taken that incorporated testing using peer-to-peer research is detailed below.

So this premium product, we'll run through a few iterations just with our supporter base first and see how it goes, and then we're flexible enough that we can change it accordingly. So there's a bit of the pre-market research, but then also the market research in practice as you are rolling something out that we'll do (Hepburn Wind, Respondent 2).

New product development can involve tremendous expenditures in time and capital to experiment and prepare a viable product offering. For Ashoil it took years requiring a huge outlay in expenses to refine biodiesel, to source sufficient supplies to manufacture and successfully bring it to market, and to ensure the product met the biodiesel standard. They worked with Rio Tinto's supervisor, Orica, to get the right blend in the blasting mix, a 'neat' 50/50 ratio of biodiesel mixed with diesel that would not cause problems during usage for mining extraction. By altering used cooking oil from the mining camps, the company is limited

to available supplies from Rio Tinto's contracted catering company. To increase production, Ashoil tendered to process waste engine oil from Rio Tinto's mining site, representing a tenfold increase in production. Additionally, they invested in harvesting the plant, Maringa, trying to develop a plantation crop to extend their sources, but this natural substance did not bring the hoped-for outcome. Meanwhile they were working with University of Queensland on research and development of a different plant, Pongamia, which seemed more favourable as a biofuel. It is not a food crop; it sequesters a significant amount of carbon; it grows in fairly arid conditions conducive to their dry environment; and the plant can be irrigated from mine dewatering. However, a series of tests would be required prior to being able to launch this new sustainable product for market. Besides finding an appropriate crop, any plant that would be deemed capable for conversion to biodiesel must meet strict approvals from the Department of Environment and Conservation. Therefore, the evidence supported that the social enterprises use such opportunities to explore broadening their offerings, confirming that they generally engage in vertical marketing to satisfy niche markets.

So the end users are the 1,200 homelessness organisations, but our customer is actually government that sits in the middle and through a COAG arrangement they fund the provision of this system for the sector because otherwise homelessness organisations wouldn't be able to afford to put in their own systems. So in the government work sometimes it's just that we're the best-placed organisation to deliver the service (Infoxchange, Respondent 2).

Teaming up with two or more organisations also can increase business when opportunities arise. When disasters struck Christchurch, New Zealand (earthquakes) and East Timor (military invasion), Infoxchange was at the forefront to lend a hand with reparations by employing their ICT expertise. They partnered with government and Microsoft to provide the lacking telecommunications infrastructure. In Christchurch they still maintain a sister operation, but once East Timor was capable of self-sufficiency, they reduced responsibilities to supplying materials and training staff to operate their own computer facility.

Steve Bracks, the Premier of Victoria at the time had gone over to East Timor and said, “The Victorian Government would like to help in the rebuilding”, and saw a computer lab that hadn’t been set up very well and came back and said, “Can you help fix the computer lab?” We said, “Sure we can fix the computer lab but how about we set up a whole social enterprise over there to help with technology locally?”... that’s operating completely independently these days. We still provide materials [to ship] over to them, and they send people back and forth for training and things like that (Infoxchange, Respondent 2).

Finally, a product may have a strong emotional appeal to rein in ongoing buyers for new revenue streams. Once Abbotsford Convent became operational, the positive feelings evoked by the nature of the site as well as the programs it featured continued to attract prospects and repeat business.

People do have an affinity with the site. People do feel really strongly about it and want to support it, and in a way it’s our best marketing tool this kind of feeling. I suppose people feel really proud about this site...we can piggyback off that feeling, and we try and build it and try to communicate what our vision is—the history of the site...and people’s ability to be a stakeholder and get involved (Abbotsford Convent, Respondent 2).

Theme 5: Place is associated with the feasibility of conducting local trade, online sales and maintaining one’s home

Nearly half of the organisations distributed their products and services in traditional retail or wholesale channels as well as through the contemporary format of online sales because they have a system set up for this purpose. Additionally, every organisation except for one sold its products or services in local, regional or national markets. As noted above, in one case, Infoxchange, traded internationally too.

Proximity to public transport networks can be a major issue in buying from an organisation. Consumers must be able to access products. City dwellers searching for fresh local produce would take a train or bus to Perth City Farm, a highly important factor for their buyers.

In this study, evidence showed the context of place or the natural setting where a social enterprise carries out its business also ties in with the strong sense held by the communities for preserving a sustainable lifestyle. Many social enterprises wanted to maintain the notion of 'pride of place'. For instance, Hepburn Wind is adjacent to the community of Daylesford, a therapeutic region that is renowned for its beauty and natural springs; hence, the renewable energy movement that gradually formed there was aligned with residential appreciation of this environment. Similarly, the waste management site run by Resource Recovery lies in the Great Lakes region of New South Wales where townspeople share an affinity for their surroundings.

We live in an incredibly pristine part of Australia where the main industry is oysters and fishing so there's very little industry here. The whole reason that you would be living in the Great Lakes would be because you want to live a sustainable kind of lifestyle (Resource Recovery, Respondent 2).

Place can also signify a spot for unification where various groups congregate to exchange services for joint benefits. Abbotsford Convent invited other social enterprises to do business on site to maximise opportunities that would not ordinarily be available to either party by itself.

I also think we've got different social enterprises on site. So we have places like Lentil as Anything, which are hugely supportive to the community in offering meals to people who maybe can't afford to have them...That's the same with a lot of our spaces—studio spaces and things like that—that we offer to social enterprises, a lot of it is at really affordable rent rates (Abbotsford Convent, Respondent 1).

Place can refer to cooperation with one's neighbours. As previously discussed, Perth City Farm is co-located with educational and social service facilities that frequently work together. When

businesses trade side-by-side, results showed the public was encouraged to patronise both businesses. Quite often, Abbotsford Convent recommended families to visit the Collingwood Children's Farm located next door and they would reciprocate.

A lot of people think that the farm is part of the convent or vice versa, but it's very important that we work closely with them so that essentially we want the same things, and we encourage people to go down there. They encourage people to come up here...(Abbotsford Convent, Respondent 1).

Lastly, place can indicate what is happening in the wider Australian political climate that may change, thereby affecting a social enterprise and its industry. Nowhere is this truer than the cases of Ashoil and Hepburn Wind that were severely impacted by the tumble in mining and energy prices on the open market and governmental interventions to curtail renewable energy. Despite such unforeseeable events, Hepburn Wind planned for contingencies by forecasting the outcomes of best and worst-case scenarios and thus far, the organisation withstood financial and political pressures imposed upon it.

Theme 6: Tiered price schemes are common in social enterprises

Many social enterprises offer multiple price points on the same items to allow a bigger number of target groups to avail themselves of their products or services. Abbotsford Convent, Human Ventures and Perth City Farm therefore charged one rate to corporates for venue hire versus a less expensive option given to nonprofit or community groups.

We're essentially trying to support small businesses and social enterprises in that way. We also offer substantial arts and not-for-profit rates for our venue hire—so really, really low cost venue hire for social enterprises, start-ups and things like that (Abbotsford Convent, Respondent 1).

Our social enterprise model of taking the profits and putting it towards good is it, but also we're pretty competitive on price generally, but we also do offer two different rates—one for

community groups and not-for-profits and another for corporates (Human Ventures, Respondent 1).

Although the organisations informed buyers that they support community initiatives, what matters most in the marketplace is delivering quality products or services at competitive prices. Their pricing did not add cushioning to fulfil social impacts. The organisations determined what their break-even point was, factoring in costs for labour and other services. Then they calculated how much profit from income could be reinvested towards initiating social programs.

Some social enterprises traded refurbished products at lower than market prices such as the Green PCs offered by WorkVentures and Infoxchange. That said, the companies in this study did not always charge the lowest prices to clients. RRA, for instance, benchmarked their prices against other consulting firms in waste management, but they decided to charge reasonable rates rather than the lowest rates in order to maximise their overall return.

We spoke to quite a few of the other consultants and worked closely with one on what the market accepts and then we went for a fairly base rate but not at the lowest end of the scale.

That was hard, working out how much to charge (Resource Recovery, Respondent 2).

Margins however can be set with a view to use profits for developing products to benefit society. Infoxchange offered a subscription for its JobFutures service whereby it hosts the posting of online job ads for nonprofit organisations. Once the organisation reached a minimum number of job ads to cover the cost of hosting the service, then profit was put towards developing new ICT services to benefit the social sector. Many of the social enterprises followed this pattern in that certain aspects of their business are more profitable than others so they used profits to offset the costs of running social programs, thus supported by a cross-subsidisation pricing strategy.

Infoxchange carried out a comprehensive pricing review of the technology services that they provide to the nonprofit sector for each of their products and services. It allowed them to make

specific comparisons with competitors known as win/loss reviews. If Infoxchange tendered for major contracts and was unsuccessful, this evaluation method enabled them to determine how to resolve apparent weaknesses to utilise in future strategic planning.

Plenty of web agencies that are out there now provide a fantastic service for small business and for small not-for-profits as well. We decided that there really wasn't the need for us to do that kind of work anymore, and it was getting increasingly competitive in terms of price points and everything else. So we decided to withdraw out of that market and focus the web resources that we have on other projects (Infoxchange, Respondent 2).

Theme 7: Promotion should be inclusive and face-to-face industry meetings can forge business relationships

Respondents unanimously opined that word of mouth is superior to promote one's business so they frequently visit client and competitor premises to inspect operations to see if there is potential for alignment between the companies. This personal approach not only encourages new customers, but it lays the foundation for participating in community outreach programs coordinated by a social enterprise.

We do a lot of schmoozing and a lot of face-to-face (WorkVentures, Respondent 1).

The relationship is just meeting with various organisations and a lot of them are down here. So the Karijini was meeting with the Gumala who is down here in Perth. The community's fuel supply is with Pilbara Meta Maya. It was mainly meeting with the MD (marketing director) of Pilbara Meta Maya and then emailing backwards and forwards so it's more personal. Then I've got a manager up in Tom Price and he goes around and sees a lot of locals—has a lot of links with the local community up there—goes to the market (AAC, Respondent 1).

Directly getting to know fellow industry players is more effective than trying to coerce people into doing business with you. Both parties are consequently more prone to relate on an honest, level playing field using this approach. It builds trust for developing long-term relationships.

I've only been doing this for a couple of years and previous to me there was more of a big stick approach for Aboriginal organisations with big corporations. They used to try and sort of maybe browbeat organisations into dealing with you whereas I have a totally different way of doing it. I think it's by mutual respect and relationships and by showing results (AAC, Respondent 2).

Speaking individually to people builds rapport and helps to convince them that an organisation's pitch has merit, warranting future attention. Building momentum for the wind farm project through dialogue was an essential ingredient for Hepburn Wind to attract investors for its start-up and later to overcome financial challenges.

The community began through this project to have a different presence... You could feel that there was an identity being formed (Hepburn Wind, Respondent 1).

So opposition to the wind farm through generating in a neighbourhood area—that's been largely around the dialogical community development method which is that you try and be as present in a community and act as a bit of a translator whenever there is conflict, and try and work for solutions so face-to-face communication around conflict has been really important (Hepburn Wind, Respondent 2).

For these reasons, respondents preferred to initiate one-on-one relationships by attending or presenting at industry conferences, seminars, forums, expos or social enterprise events. Ashoil and Ashlinen managers attended annual Indigenous events whereas Resource Recovery and RRA attend waste management conferences. Trade shows like these posed a secondary benefit, enabling staff to dispense ideas on the positive social outcomes of their practice. The process

allowed them to provide a constructive overview to novice organisations of how they might similarly establish social enterprise models of their own.

I just did a presentation on the social enterprise role of Ashoil—the lessons that we’ve learned and how we can better market ourselves as far as an indigenous organisation to big business, and the lessons that we’ve learnt from working with Rio Tinto (AAC, Respondent 1).

We’re doing a lot of business network meetings, and there’s an opportunity in those meetings to mention the social enterprise model; and we’ve found people are very interested in good social outcomes, but they just don’t understand how to go about achieving that (Resource Recovery, Respondent 1).

Professional associations may enhance expertise, but are not a major driver for new business

Often respondents were personal or professional members of general business or specific industry associations such as: the Chamber of Commerce for Ashoil, the Community for Recycling Enterprise for Resource Recovery, the Coalition of Community Energy and the Australian Wind Alliance for Hepburn Wind, the Fundraising Institute of Australia and The Edge (a digital culture centre established at the Queensland State Library) for Human Ventures, Broadband for the Bush Alliance and HUSITA (a virtual international association for human services) for Infoxchange, WaterAid and WasteAid for Resource Recovery and Australian Information Industries Association for WorkVentures. While memberships in industrial groups extended members’ expertise from exchanging information and forming alliances, this type of networking was not a staple for bringing in new business. When membership fees became too expensive, organisations would sometimes forgo payment, perceiving it was unjustified to continue to belong to the association.

We were members of the Bioenergy Association; we're not anymore; we were members of the Biofuels Association; we're not any more. We feel that they don't really achieve anything for us and they cost quite a bit [AAC, Respondent 1].

Growing the business boils down to building or rebuilding alliances with a range of key stakeholders (academics, government, industry and corporate players), and that happened through direct forms of communication.

Since we've finished with downsizing, it's time to start building again (WorkVentures, Respondent 1).

... and that's within the government, IT—trying to build alliances, trying to build partnerships with corporates (WorkVentures, Respondent2).

Internal events can be a good vehicle for garnering attention or attracting sponsorships

Events coordinated by a social enterprise can put it in the spotlight for mobilising community support. Hepburn Wind initially held meetings among locals and neighbours, planting a seed for those interested in wind power. At that stage, these get-togethers were relatively smaller-scale events. As word spread about the wind farm and it became operational, subsequent events received widespread international coverage, increasing their reputation and ability to draw bigger audiences. Then a local graffiti artist painted the first turbine with a 17-metre mural before a crowd, capturing so much goodwill and favourable publicity that the organisation decided to stage a comeback for the second turbine except this exercise was cost-prohibitive. Cleverly, the organisation ran a crowdfunding campaign on Pozible (an Australian crowdfunding site) to try to cover the related expenses for this event. Hepburn Wind explained how much fundraising was sought to recoup the minimum versus the maximum costs of staging the event, and they offered rewards for those choosing to make higher pledges. The public generously contributed money until donations exceeded the maximum target.

So Ghostpatrol getting back in contact and saying, "I'd really love to paint the second turbine" as the impetus for us to go, "Well this has to be cost neutral, but we know our community will love it." So how do we get sponsorship and also raise enough money? Through crowdfunding this can be a cost-neutral activity, but something great for our community (Hepburn Wind, Respondent 2).

If a social enterprise is able to regularly host special events, this can be a good tactic to attract ongoing business while promoting sustainability to spur community activism. Sometimes a popular event can turn into an annual one.

We've had sustainability festivals on site before...We're working with City of Yarra. They're doing an event called 'Proud to be Yarra' which will be here next February, and that's going to be from my understanding a full-day festival of all different markets and things like that that are all to do with sustainability (Abbotsford Convent, Respondent 1).

When an organisation partners with another like-minded company, the change can provide a cause for celebration to gain greater business exposure. Perth City Farm held a welcome event for their newest tenant, OzHarvest, to ally with a fellow enterprise that operates in the food industry, sharing similar social principles.

We had a launch for OzHarvest, which is the food recovery organisation, which is the first one in Australia and they just celebrated 10 years in the business; and I've been trying to get them to come to Perth for about four or five years (Perth City Farm, Respondent 1).

Since OzHarvest has numerous corporate sponsorships throughout Australia, the City Farm was hoping to capitalise on their joint association to meet high-level industry players to mutually expand their businesses. Respondents explained how they perceived this strategy as a steppingstone to tap into new business networks.

OzHarvest again, which I mentioned a number of times, we collaborate with them. One of the reasons of bringing them in here is their philosophy of helping people in need, and they will

bring to our door significant corporate support. So we'll get support both running and holding more events, and having corporate cash available to us (Perth City Farm, Respondent 2).

Events can nurture positive attention that pays dividends in recognition. When Abbotsford Convent's annual Ride-to-Work Day branched out with a contest whereby organisers found a local business to sponsor the 'Archibike' (a bike portrait prize awarded to an entrant deemed to create the most artistic bike), the community acknowledged their satisfaction with this event by bestowing the Convent with their 2014 honour of Yarra's community event award.

...different events that we do like Ride-to-Work Day where we encourage people to ride to the convent, and we have a big breakfast that we put on here for Ride-to-Work Day; and it actually won an award in the food community of Yarra for the 'Community Event of the Year' last year; and essentially I think we've estimated that we had maybe 600 people come through for a free breakfast (Abbotsford Convent, Respondent 1).

In the same vein, entering award competitions is a form of promotion that often boosts business. If an organisation wins recognition among its peers, this can stimulate business growth. It validates the company's accomplishments and instils immense pride in staff and board members. This happened for the town of Tom Price, Western Australia when Ashoil won social enterprise and environmental awards.

Communication channels

All of the organisations promoted their business via print or online media as seen in Table 5.6. Online methods of promotion have become the standard medium for initiating and maintaining relationships with prospective stakeholders. Collateral was sparingly printed and distributed to save money and protect the environment, but for special occasions management selected this medium to address one's audiences such as the tenth anniversary brochure produced by Abbotsford Convent, the twenty-fifth anniversary brochure produced by Infoxchange and the

thirty-fifth anniversary brochure produced by Infoxchange. However, the majority of organisations abided by an internal policy to refrain from printing altogether because they were conscious of the imperative to ‘walk the talk’ so they acted to consume a smaller carbon footprint.

Table 5.6 Communication channels utilised for marketing & levels of importance per firm

Organisation	Print or online	Advertising	Public relations	Annual reports	Marketing collateral	Website/social media	Industry conferences	Programs or events	Comments on evidence
Abbotsford Convent	P, O	✓	✓	✓	✓	✓	✓	✓	Range of media drives people to the site, maintains relations & catapults funding, but online is the preferred medium
Ashoil, Ashlinen	P, O	X	✓	X	✓	✓	✓	X	Little media promotion, but presentations are a key force
Hepburn Wind	O	X	✓	✓	X	✓	✓	✓	Avoids print post-launch, advertises events online & issues regular e-newsletters
Human Ventures	P, O	X	✓	X	✓	✓	✓	✓	Mainly functions as a digital creative business, but supplies print to fee-for-service clients
Infoxchange	P, O	X	✓	✓	✓	✓	✓	✓	ICT business interacts on IT
Perth City Farm	O	X	✓	X	X	✓	✓	✓	External media attention mostly focuses on café & organic market
Resource Recovery; RRA	P, O	✓	✓	✓	X	✓	✓	✓	Weekly local ads run to invite community to workshops, however, conferences & recognition from awards are very important forms of promotion
WorkVentures	P, O	✓	✓	✓	✓	✓	X	✓	IT business interacts on IT

Notes: P = print, O = online

Although several organisations broadcast messages utilising an array of channels, circumstances would vary according to the type of trade that each social enterprise engaged in. Ashoil required lower coverage via print and online communication channels because it mostly sold directly through a few large business-to-business transactions. Their promotion was limited to a capability statement with inclusion on their parent’s website and a corporate brochure. Further,

the firm received intermittent exposure from ABC radio, mining publications, and any applicable award ceremonies in conjunction with presentations delivered at industry conferences. At the other extreme, Hepburn Wind and Abbotsford Convent interacted with business-to-business and business-to-consumer markets. They disseminated separate online newsletters to thousands of their members/tenants and supporters on a regular basis. They predominately used Facebook and Twitter because their programming attracted a younger audience who constantly engage on social media. Recently, the Convent refreshed the look of its website and content to bring uniformity to its vast audiences.

That involved new logo, new website, all new collateral, new images...new copy—everything like that. That was a really big project, and now a lot of my things are looking at new projects that we can implement like that; that will help us continue to grow; also, working with the other facets of the organisation to help them to achieve their goals so work closely with tenancy to ensure that we stay at a 100% tenancy rate. I work with...fundraising to ensure we're delivering the right messages to the right people about who we are and what we want to achieve; and then also programming so letting everyone know what's going on here and what they can enjoy. So again it's a very slow evolutionary sort of process because there's so much that we want to do but...There are many people in Melbourne who still did not hear of the Convent and considering its size, and that it's this close to the city, that's quite remarkable...We have no media department and we also don't do any paid marketing so it's essentially quite organic our reach (Abbotsford Convent, Respondent 1).

Infoxchange similarly wanted to bring uniformity to its multiple communication platforms as well because their range of services enlarged to the point that it became confusing. Therefore, they decided to revise the content on their website and social media to clarify the nature of their services.

One issue that we've really identified and part of my role has been because we do so many different things, people often don't know what we do... So really trying to make sure that

what we offer is clearer and getting different access point to our products and services online; so making sure people can find what our actual products are (Infoxchange, Respondent 1).

Sometimes the channels utilised for promotion fluctuate according to a change in audience that dictates the need. Again, the organisations understood that it was important to broadcast messages with the most appropriate tools that are conducive to reaching a particular audience.

In the homelessness project that we're doing at the moment which is the Google Impact Challenge funding, we've just formed a partnership with News Corp for example around that project, which is not something we would have traditionally done or even thought of doing but for that project and to get the word out there— they were keen to engage and that's what was needed (Infoxchange, Respondent 2).

Video is an effective medium to reach multiple audiences for its ability to convey an organisation's activities, especially for a communications company like Human Ventures—it was the best form of self-promotion. They showcased their digital work produced at workshops, festivals and fee-for-client projects so clients and recipients could see outcomes of projects they engaged in. Resource Recovery also invested in making short videos that highlighted some of their intellectual property, releasing a series of 'How To' videos. These promotional pieces featured some of their special operations on site to promote redistribution, saving objects from landfill. Video served dual purposes: to teach others about the various business models and raise awareness of the organisations for generating business.

I mean, we recently filmed a video, and we're going to do it in three parts: of the computer coming from an organisation, the guys refurbishing them, and then them being in the homes of the elderly couple that have now got this computer—and they're connected. So I think that telling the story of the journey of something that could have ended up in landfill (WorkVentures, Respondent 2).

Several organisations dabble in exposure over the YouTube platform. Infoxchange and WorkVentures considered this format to be a priority so they set up their own YouTube channels.

There's an activity that's recently been set up by some of our participants on programs and they're filming—they're going to be putting segments on YouTube for example (Perth City Farm, Respondent 2).

Messages

What counts the most about any form of promotion is staying engaged with one's target publics, sending messages that are congruent with an organisation's core business and its intended outcomes. Resource Recovery developed a content strategy that accounted for its specific audiences, outlining the best ways it found to reach each target market while espousing consistent messages to each of them.

The interviews raised a commonality about the power of storytelling via promotion for its ability to relay special connections that exist between an organisation and its surrounding community. Indeed whenever organisations were able to share personal, meaningful experiences, these messages translated into very persuasive drawcards to capture target audiences. Underpinning all of Abbotsford Convent's material, it touts its significance as the only intact monastic site in the world situated so close to a city, and the organisation retells the history of the site utilising many forms of promotion. The public seems receptive to this message evidenced by its appetite to take regularly offered tours of the facility to hear fascinating stories about its past. Many of the social enterprises also exploited communication opportunities for articulating strong connections with their partners in their communications material. Sometimes this entailed posting links on one's website to partners for mutual support.

We have information on our website about other partner organisations and people we work with that are like-minded (Human Ventures, Respondent 2).

Pitch

The social enterprises address a particular audience according to which style is the most appropriate. Infoxchange dealt with nonprofit accounts using an informal grassroots approach, but in pitching government or the corporate sector, they used traditional mass marketing channels.

If we're going to a corporate partner it's very different to going to government, which is very different to going to a not-for-profit, which is very different to wide-scale marketing within a public housing estate as to why technology is important and what technology can do for you (Infoxchange, Respondent 2).

By contrast, when Human Ventures pitched a design service to corporate clients, it would address them formally while meeting in person. However, when it taught children how to produce and present on digital storytelling, it would speak to them at an informal, younger level. WorkVentures slanted the pitch in their message depending on the medium; thus, for LinkedIn they used a professional voice whereas for Facebook they incorporated a casual attitude. Messages delivered in a more down-to-earth style help to build credibility and authenticity to show an organisation is aligned with its stakeholders' values.

Talk to government in one language; talk to private enterprise in another. Talk to Aboriginal business in another language, and again so everybody you deal with—it's hard to describe, but it is horses for courses and whoever is in front of you, you deal with them in a way that you'll be most successful with them (AAC, Respondent 2).

I mean the cover letter that's gone out with this picture booklet to our funders is very different to community leaders...totally different again to the tenant community so it's congruent in terms of our outcomes. The mail out with the annual review had something like seven different cover letters (Abbotsford Convent, Respondent 2).

Frequency of promotion

Promotion is dispensed at a frequency according to the need at hand. Perth City Farm did not previously concentrate on promotion, but became eager to bolster its image to increase business volume so it committed to ramping up its messages whereas Human Ventures remained more low-key, featuring behind-the-scenes work to highlight their social programs or client projects to reflect the calibre of their work. Resource Recovery went beyond these measures by placing weekly community advertisements about events or masterclasses and featured in local publications—*Great Lakes Advocate*, *Manning River Times*, on local and ABC radio or regional TV, attracting pervasive local media exposure intended to extend their community outreach. Additionally, management contacted clients or industry representatives at conferences, staff members continuously updated their business profile on two of their company websites along with uploading their annual report, and engaging in social media. Abbotsford Convent similarly updated and maintained their high business profile due to the large, diverse nature of the heritage site and the vast publics it serves within its metropolitan region.

Two-way dialogue occurs often with stakeholders, usually leading to favourable ripple effects, but must be adapted to individual circumstances

The organisations were apt to engage in two-way communication with their stakeholders whenever feasible. Initiating a relationship that accounts for the other party's views often causes positive ripple effects. When Hepburn Wind tried to secure funding from Energy Victoria to build its twin turbines, they tried to set up a meeting with the former acting director of the utility to explain the vision for the project. After several refusals, the energy executive relented and subsequently became a passionate advocate for the wind farm. Since stepping down from his role with the large energy agency, he assumed a board member position with the social enterprise.

Two-way dialogue with target publics provides other spinoffs from uniting parties. The Shockwave Festival held in Blackall, Queensland by Human Ventures was the result of prolonged consultation with local councils and business providers that led to capacity building for youngsters living in these remote Aboriginal communities of Queensland. Following years of training, putting in place solid support systems, technical equipment and instruction on business management enabled the festival to successfully transition to community ownership.

We consult throughout the whole process. We check in regularly. We make sure that we communicate clearly about what's working. We're very open to changing things; we're flexible... Sometimes we'll definitely push hard for what we think is the right way to do things...but a lot of the time it can be a collaboratively-designed process. We're talking at the moment about a film festival next year that we'll be delivering with young people and that's in a community, and the success of that will rely on everyone being engaged from the client through to the local library, coffee shops—that will need to happen through that process (Human Ventures, Respondent 1).

Another poignant illustration of the benefits attributable to engaging in two-way communication happened when Hepburn Wind knew that its earnings were well below projections for the fiscal year due to reduced energy prices on the market. The organisation was supposed to be returning a dividend to its shareholders, paying off a loan, and disbursing grants in its annual community fund. Facing a dilemma, the company dispatched an e-letter, explaining the situation. They asked members how they would prefer to handle sales of shares that needed to be re-floated on their private company registry that came from deceased estates in light of the financial risk, and questioned whether shareholders would prefer for the organisation to continue to make a debt payment and channel the remainder to their community fund instead of paying a dividend to them. In return, the majority of respondents expressed their understanding about the prevailing market conditions and agreed to defer the dividend payment. Then members, mostly consisting of working-class Daylesford homeowners,

purchased the surplus shares while the organisation funnelled the net profit towards their community reinvestment scheme.

An alternative, productive method of relating to stakeholders is meeting them at pre-scheduled, face-to-face forums. This was especially useful as a way for organisations to update donors and customers, and brainstorm resolutions to their concerns.

When we did a new car park at the start of the year, tenant rates changed, the whole car park and the facility changed for the tenants so it was about consulting the tenants before that happened and providing an opportunity for them to raise concerns...there are also reviews with tenants. We meet face-to-face with our supporters and our donors. We ask them what they're interested in supporting. Then with artists and events we collaborate with them regularly (Abbotsford Convent, Respondent 1).

In fee-for-service work, collaboration is an integral part of doing business that satisfies clients' needs. For WorkVentures, the organisation and its client functioned as a team.

The closer you get to the software space the more collaboration that has to happen, but also in the repair space we are embedded inside the in-house computer systems for the customers that we serve in the repair facility. So we're hooked into their SAP system, we're hooked into their inventory system. We literally become a satellite business...so deep collaboration again with our repair partners (WorkVentures, Respondent 1).

Organisations exploit branding for social and economic positioning

The social enterprises adopted certain branding strategies based on their particular business models and activities. Those organisations with well-developed images and brands leverage them to command better positioning within their respective markets. A valuable brand will convey the meaning of the business and its mission. It helps to establish credibility in the marketplace.

We leverage off it all the time. It's the thing that gives us the most credibility is we're not just somebody's fly-by-night and do-good idea. We've actually been able to make it work (WorkVentures, Respondent 1).

Good branding that connects with the values of the social enterprises' constituents can also motivate business relationships, evidenced by stakeholders' willingness to relate to an organisation. Nowhere is this truer than the quote given about parent company, AAC, for its unusual ability in becoming a trusted entity, representing multiple constituents that ordinarily would not deal with one another.

Yes, because we are a non-native title group. We are not a traditional landowner group. So we are just a corporation that has come together of like-minded Aboriginal people that wanted to just help across all the boundaries instead of in their own patch, in their own land whereas a lot of the traditional owner groups they only care about what happens in their part of their country. Whereas we can go to any groups and any country and we deal with all of them, and white business loves us for it because we cross all the boundaries. Aboriginal people love us for it too because we can get them into the next boundary where they're probably not allowed to go or don't want to go because of their beliefs (AAC, Respondent 2).

Many of the companies created tag lines to push their brands. Table 5.7 states tag lines used by some of these organisations to indicate what their brands stand for. It is important for promotional elements to all reinforce the same branding message and be easy to comprehend. Branding is also a means to consolidate one's image for presenting a cohesive profile. For Abbotsford Convent the intention behind implementing a rebranding strategy was creating links in all forms of its promotion to tell a consistent, straightforward story about restoring their community site.

Just to make it very simple—what was it about and not stray from that (Hepburn Wind, Respondent 1).

That's what we're doing right now is just trying to make everything look the same, like with this [brochure]...So now we're bringing it together into one uniform corporate image, and the same vision and affect will flow through the website (Ashlinen, Respondent 2).

Table 5.7 Tag lines of organisations

Organisations	Brands
Human Ventures	Creativity for good
Infoxchange	Technology for social justice
Resource Recovery	Minimise waste to maximise recovery
RRA	Transform waste to transfer knowledge
WorkVentures	Social inclusion through technology

A brand may need to be readjusted due to a change in circumstances, especially in relation to an organisation's product life cycle. Pre-generation of wind power, Hepburn Wind's brand was geared to getting the project up-and-running. Post-generation however, the focus switched to community development so the brand required repositioning.

If an established brand for selling a product line becomes successful and offers broader market appeal, then a related product or service may be piggybacked off it. Infoxchange capitalised on this opportunity by rolling out a secondary online release in the marketplace of its Service Seeker directory, the eReferral for Service Coordination network for the health and community sectors. Also, the status of brand names for companies can become so memorable that just mentioning a well-established name conjures associated meaning in the public's eye.

There's quite a few people out there that do really consider it a successful project...we get requests all the time from people going we really like the Abbotsford Convent model—we've got this old asylum or we've got this old building here and we want to Abbotsford Convent it. It's really interesting, and we record who comes to us in terms of people looking for...more information about the model (Abbotsford Convent, Respondent 1).

Consensus among the respondents was that branding was being addressed, but there was room for improvement. Many organisations planned to upgrade their branding in the near future such as Resource Recovery wanting to update its parent brand to present a new image for a park (combining all of Great Lakes Community Resources' facilities) to convey a sense of having a vibrant community facility rather than an ordinary tip site. Perth City Farm, on the other hand, was still in the midst of developing their brand.

So it's a question of determining what the overall image should be, branding accordingly (Perth City Farm, Respondent 1).

Theme 8: Organisations not only are influenced by policy, but they also influence policy-making due to being pioneers

Policy is very significant in the context of social enterprises due to funding, tax concessions and excessive regulation by government. Therefore, policy was regarded as a highly significant element—the fifth P in the marketing mix. External policies pertain to compliance measures dictated by government agencies. All of the companies must adhere to standard occupational, health and safety measures. There are also extra rules and regulations that may be applicable depending on the industry in which a business is operating as displayed under external policies shown in Table 5.8. Organisations must keep up-to-date and they must issue current, detailed reports per requirements to show compliance with relevant government or industrial schemes or they could risk losing their licence to operate. Further, the organisations are subject to periodic audits by regulatory authorities in which they are connected.

We will get involved in...the environmental footprint of technology within the not-for-profit sector. That's areas like the data centres for example, that host all of the applications that we build here at Infoxchange, ensuring that they've got all of the relevant environmental certifications (Infoxchange, Respondent 2).

Table 5.8 External policies for the organisations

Organisations	Applicable industrial policies
Abbotsford Convent Ashoil, Ashlinen	Heritage & Planning, WHS, council permits, ACNC Clean Fuel Grant Scheme, Diesel Standard, fuel excise & controlled waste carrier policy, ACNC, WHS
Hepburn Wind Human Ventures Infoxchange Perth City Farm	Energy, WHS, ASIC, noise compliance ACNS, Blue cards, council permits, WHS ACNC, Privacy & Health Records, WHS Work for the Dole, WHS, city redevelopment & event permits, ACNC
Resource Recovery, RRA	EPA waste regulations, TAFE certifications, WHS, ACNC
WorkVentures	RTO/GTO & ISO certifications, Work for the Dole, WHS, ACNC, ASIC

Note: see list of abbreviations to explain policy acronyms

Aside from external policies, the organisations follow numerous prescribed internal policies. Internal policies are generally set by management as guidelines so employees can conform to expected behaviour. In this study the author not only discovered how much the companies and their staff are affected by policies, but found the organisations also tended to exert an influence on external policy in light of their pioneering nature. In producing a renewable product, biodiesel, Ashoil presented an exception to the diesel standard that necessitated receiving approval for this variance. The company was also bound to meet compliance measures with existing federal and state fuel, excise and controlled waste regulations. Also, they were required to keep abreast of meeting pertinent EPA measures and ensure their training schemes remained on par with governmental standards. Similarly, in the process of creating small-scale wind power that would be connected to the electricity grid, Hepburn Wind broached new territory that necessitated writing new Victorian state policy on electricity generation rates. There was no precedent for a commercial supplier to send a relatively small amount of power into the grid, and be charged accordingly. Hepburn Wind had to obtain approval from Energy Victoria for the change so associated regulations were updated to conform to it.

So to change policies that will help us but also help the community energy sector more broadly.

So there is a lot of legislation where they have considered bigger energy generators and there's no special consideration for the smaller generators. So we're working with them, we're a very

special case. There are a lot of gaps in a lot of policies around the energy market because it is very focused on the big generators. So things like rates—a rating system for generators. We can be rated the same amount as a big generator, so trying to change the policies around that to give exclusions to small generators (Hepburn Wind, Respondent 2).

Post-operation, Hepburn Wind tried to wield its influence over national policy mandates on renewable energy schemes. The organisation managed this as a social campaign. This topic is reviewed in the following section. Prior to moving on though it is important to recognise there is a deep layering of very sophisticated policies that must be maintained by the social enterprises. It is such a huge task that organisations such as Abbotsford Convent and WorkVentures assigned a compliance officer strictly to oversee this responsibility.

5.3.2 Social marketing practices

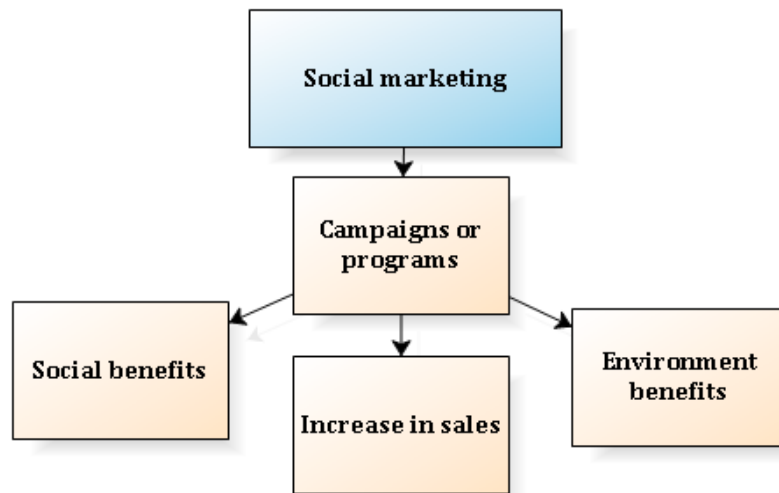
Marketing is devoted to maximising revenue streams whereas social marketing relates to implementing strategies for changing behaviour. Sub-concepts of social marketing herein concern how the organisations aim to produce social as well as environmental impacts. What really sets most of the social enterprises apart from for-profit organisations was furnishing workplace training and employment to disadvantaged groups in society to allow the underserved to have a ‘fair go’. These practices are discussed below whereby social marketing is shown as an inherent part of the organisations’ operations or they implement specific programs to drive social change.

Theme 1: Organisations offer external programs for social impact or it is an intrinsic part of business activities

All of the organisations used specific tools for promoting positive social and environmental outcomes. Programs may be engaged with one’s community for social impact or this objective may be embedded in a firm’s activities. To learn the details about their social marketing, participants were queried to gain insight on what types of interventions they get involved in to improve a specific local or regional situation. They were also asked whether they engage in

supply chain management or take measures to reduce their carbon footprint. Findings from the research were then grouped into the social marketing categories displayed in Figure 5.3 below.

Figure 5.3 Social marketing categories examined for themes and sub-themes



Since the social enterprises are relatively small businesses, structured primarily as nonprofit organisations, they operate leanly to mitigate financial risk. They also have fewer resources than for-profit enterprises so they adapt by using ingenuity to incorporate tactics to sustain themselves financially while advancing social and environmental progress. Table 5.9 shows types of social marketing practices they pursue. These activities are likely to align with their industry and partners that are willing to collaborate on a project. Abbotsford Convent evidenced how this was achieved to make their buildings more energy efficient. Six groups and the Yarra Energy Foundation agreed to work together to install solar panels to produce renewable energy within the Convent's heritage site.

Table 5.9 Select social marketing programs or advocacy

Organisations	External social marketing practices
Abbotsford Convent	Holding a slow food farmers market to boost people buying organic, local & healthier produce
Ashoil, Ashlinen	Offering apprenticeships to Aboriginal high school students to overcome low attendance rates & pave the way to employment & housing
Hepburn Wind	Coordinating environmental campaigns for small-scale renewable power over consumption of fossil fuels– 2011 Australian Federal Senate Inquiry on Wind Farms & Health, 2012 & 2014 Renewable Energy Target Reviews
Human Ventures	Initiating creative arts workshops to combat youth leaving recessionary, Aboriginal zones in Central West Queensland
Infoxchange	Introducing ‘Wired up’ community housing projects to enhance digital literacy skills for a breadth of disadvantaged people
Perth City Farm	Giving workshops to teach about how to set up agricultural ecosystems & revegetation of trees with children, aged, homeless and disabled participants
Resource Recovery, RRA	Setting up a bike repair and resale shop with at-risk high schoolers, cultivation of a community garden & bush regeneration
WorkVentures	Starting a ‘KickStart Academy’ to upskill youth in their expressed area of interest in IT to prepare for employment & collaborating in an afterschool program, Hope, for incarcerated or troubled youth to turn their lives around

Even when companies are in the same industry such as Abbotsford Convent and Human Ventures (both employ arts and cultural programming to co-create social value), they operated different kinds of social marketing programs. Interventions must be tailored to a situation. Abbotsford Convent aimed to build a base of resident artisans working together, but the artists were asked to develop their own proposals framed around social and environmental criteria given in programming proposals. The criteria were open-ended, allowing the artists latitude to create their own expressions of interest within these parameters.

Part of our programming proposals...there is criteria about what are your considerations environmentally and socially. So I guess they're things that we're interested to hear from people about why they're doing things, and what impacts it will have on the environment or socially...(Abbotsford Convent, Respondent 1).

Human Ventures alternatively staged specific creative community workshops where attendees could freely express themselves during the sessions. Using a digital storytelling format, people were encouraged to engage as peers to spark brainstorming sessions. Previously, they hosted intergenerational workshops in an attempt to derive solutions to curb the exodus of youth in

Central West Queensland towns. These programs gave people a voice, those who would not otherwise have an outlet.

This is how our programs have started: if young people are leaving Central West Queensland at a rapid rate after they finish school and the community is dwindling...that's our challenge. How do we combat that? That's what our program has aimed to address over the years. That has a whole range of holistic or a broad approach to how we tackle that. We've looked at what opportunities would make young people stay there. We've looked at why they are leaving... The way that we've tackled them is by using creativity and the arts to address them (Human Ventures, Respondent 1).

Giving a voice to those underrepresented in society was paralleled in their fee-for-service work. As part of their redesign project for the disability services sector under the National Disability Insurance Scheme (NDIS), Human Ventures let people with a mental health or physical disability advocate for themselves in a media campaign.

It's not just making a film; it's actually doing it in a way that engages. We're particularly good and strong at giving people a voice. There are a lot of video companies out there but very few that get it and will get the issues faced by individuals or organisations or a cause that needs to be addressed or has to be addressed (Human Ventures, Respondent 2).

In another public campaign for Queensland Rail, Human Ventures hired anti-social youngsters who committed a crime or were at risk of trespass and creating graffiti to design a poster warning about the dangers of illegally crossing railroad tracks. Because these campaigns were real, they evoked powerful and therefore particularly effective responses.

Hepburn Wind similarly mobilised its constituents to get involved by asking them to participate in political action campaigns, applying a 'be loud and proud' motto. The federal government decided twice to review the Renewable Energy Target (RET) so Hepburn Wind posted online submission forms on its website and asked interested members to fill out their own responses

and submit them on behalf of the organisation. When the numbers reached a critical mass, the government called management to say they wanted to visit the community to openly hear its views, requesting Hepburn Wind to schedule a forum. This mechanism was very effective so when other relevant political debates arose, Hepburn Wind did not hesitate to suggest that members should exercise their democratic right to voice their opinion in a similar manner.

So I think in 2011 we had 1,100 people write in around wind farms and health. In 2012 for the review we had 750, and for this year's we had 1,500 people write in for the RET review. We'd been trying to get the RET panel out to the wind farm for a month and they wouldn't respond to us. Once that number clicked over 1,000 people they called straight away and said, "... we're going to send people down. Can you run a community forum and get your people to speak to them?" So on that level we've got a very unique voice and we've got a really engaged membership that wants to be loud and proud, and we don't have any vested interests that would prevent us from doing so...(Hepburn Wind, Respondent 2).

Resource Recovery delivers broader social marketing programs in its purpose-built community centre. The town was invited to gather there for weekly workshops with staff, industry leaders and government representatives, speaking about topics ranging from financial management to creative arts. This offer to learn, create, display environmental sculpture, and socialise in a casual atmosphere sparked enough public interest in assembling a regular turnout.

...various workshops that we advertise in the paper...usually those things will be in conjunction with council or someone else who has got some other agenda...We're always looking for opportunities to partner up with other people to reach our target market (Resource Recovery, Respondent 2).

Ashoil also focused on improving general conditions for its communities. It organised planting oases in the remote desert region near the Northern Territory border, helping people to set up gardens by installing bores with solar-powered pumps for irrigation, thereby reducing the vast commute and need to buy produce elsewhere. They also subsidised cultural activities for local

Aboriginal clans such as Lore ceremonies (when traditional norms and rules of law about how to interact with one's kin, the community and land are passed on by elders through songs, dance and stories). Thus, Ashoil sometimes applied unconventional tactics to help locals lead better lives.

What unifies all the organisations in their social marketing efforts was this willingness to create a program or activity with that 'je ne sais quoi', causing people to want to engage with them. Stakeholders were often drawn by an emotional attachment to get involved in something larger than their own lives, to be part of a community where people could feel comfortable and belong. Infoxchange used ICT to help communities. The organisation wanted to reach out to migrants who did not speak English to help them fit into society. They partnered with an amalgamation of local and state government agencies (community, health and welfare services) and local businesses to put in place public housing programs (e.g., Wired Community@Collingwood project) to teach residents digital literacy skills and interact with technology to combat social isolation. In the familiar surroundings of their own homes rather than formal classrooms, participants more readily acquired skills. The programs expanded and endured. Infoxchange continued to conduct a lot of this digital advocacy work using corporate volunteers for collective impact.

The biggest ones are Australia Post, Telstra, Microsoft and Google—they're the four biggest corporate partners that we have. With those organisations it's not just the funding that they will provide to us but in a lot of cases it's the corporate volunteering that they will do, and again it's kind of within those organisations sharing the messages about the sort of work that we're doing...that social cause marketing and getting people engaged (Infoxchange, Respondent 2).

WorkVentures similarly accepted troubled youth and migrants into community programs and in-house at their technology repair centre, teaching digital literacy skills to 'the geeks who get left behind' according to one company respondent. However, the objective for WorkVentures

extended beyond training to help them secure employment. Since the youth primarily came from challenging backgrounds, WorkVentures' staff members used a hands-on, bottom-up approach to instruct recruits. They were flexible and tried to accommodate whatever personal issues arose. Because managers were patient and accepting of trainees, this method led to some remarkable breakthroughs, overcoming barriers towards promoting healthier, productive lives.

We get kids from all around the traps...They're not used to showing up to a job every day on time. A lot of them don't speak more than monosyllables...So we start them in our IT boot camp that starts with e-waste— electronic waste. They learn how to take stuff apart and throw it in the appropriate bins... They're kinaesthetic. So we watch them... they're not treated any different...We make sure they know what their job is, and if they're struggling we've just got these guys that work with us...who know how to take care of the young pups... If they get past the e-waste line...they end up in refurbishing... So these kids actually get a sense of accomplishment and there's no rocket science to it actually. Just like any human being they need to feel useful (WorkVentures, Respondent 1).

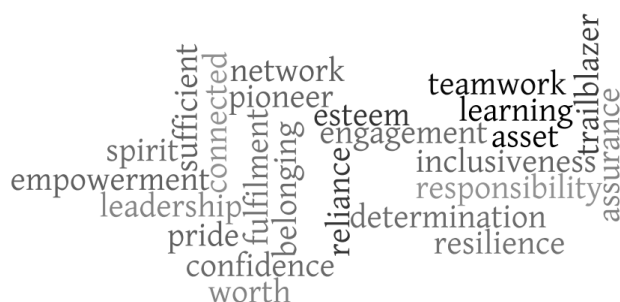
Management at Resource Recovery engaged in extraordinary tactics to help their personnel too. Many citizens in the Great Lakes region of New South Wales committed legal violations. After some of these former offenders were employed at Resource Recovery, the staff demonstrated much lower rates of recidivism. When a trainee needed a company representative to make a court appearance on his behalf, management was willing to lend this support. It enabled several employees to become community role models, a result that reciprocally benefitted the organisation. Programs or campaigns are not always directly produced by the organisations. Sometimes they partner with other organisations in externally derived initiatives to help communities. WorkVentures joined Mission Australia and the police in Macquarie Fields where youngsters were responsible for causing riots back in 2005. They organised an afterschool program called Hope that was still driving social change.

They needed some funding, and so my street-smart girls over at Airds [a former community centre operated by WorkVentures] they figured out if they cut a corner here and there they could put the money in—they needed to get the Hope program off the ground. It's for kids 9 to 12 years old that have been incarcerated or been in trouble. It's to put together an after school program for them...They've taken them camping and they done all sorts of things that these kids would never get access to. ..I went to the graduation a few weeks ago...someplace out west to a club...and there were these kids...standing up there talking about what they did...shaking the hands of the police. I had my girls on the ground whispering in my ear..."That one there—the parents are drug addicts—didn't even come to school with proper clothing on...almost completely abandoned. Look at her now" (WorkVentures, Respondent 1).

In another program, Shine, WorkVentures assisted women to re-enter the workforce by partnering with the nonprofit group, Dress for Success (a nonprofit organisation that promotes female economic independence through providing professional attire, skills and networking). The overall evidence bore testament that when people were treated equally and bestowed with a purpose in life, monumental transformations unfolded. Social programs helped the underserved to build empowerment as well as increase resilience. This was reflected in stronger communities such as Macquarie Fields ten years later where concrete proof of citizens positively contributing to society was witnessed. Participants in the social programs usually were willing to subsequently share reflections on their past struggles, shedding light on how their actions enabled them to become more grounded in relationships and jobs.

Positive changes were also palpably demonstrated by affirmations repeated by all respondents about the affects they noticed from managing their organisations' programs and activities (see Figure 5.4), particularly due to instilling skills that build confidence so formerly underserved people wound up becoming part of a team in the workforce. An offshoot of this win-win outcome was evidence that people who were provided assistance became inclined to manifest their gratitude to help others in society. Often they wanted to impart their newfound knowledge

of digital skills, for example, to family and friends who were lacking in this skillset. It was a natural reaction observed of program recipients. Thus, children from migrant families who became digitally literate by learning how to use computers became prone to teach their non-English speaking parents how to operate a computer. Adults would then gain the capacity to access social services, communicate with loved ones in former homelands, obtain jobs and make new social contacts.



Theme 2: Environmental outcomes span environmentally sustainable design principles in built structures to processes

change after a two-hour bus ride spent mostly in silence until passengers caught a glimpse of the turbines.

Because of the time of travel, we had an hour on site and then we had to get back in the bus. We had to go and take each person and drag them back, and they were scattered...we're talking about a wind farm with more than 30 turbines...They would come back to their community, to their families, their friends and share what they had experienced, and it was 100% positive. So...it doesn't matter how much you or I think something is good or bad. We have to find a way of sharing it and...that was one of them (Hepburn Wind, Respondent 1).

Respondents revealed that their organisations planned to keep advocating for long-term sustainability. Many firms already use a Google drive system to maintain a paperless operation, but future ideas mentioned include lowering or offsetting air travel, and implementing greater supply-chain and waste management.

If we ever run an event...all the providers have to be local...for all of the work that we do here—if we need graphic design or other contractors, we have a local purchasing policy (Hepburn Wind, Respondent 2).

Abbotsford Convent was eager to complete its sustainability agenda such as installing bike racks to encourage people to cycle to the Convent year round, and management recommended having tenants help to shade and ventilate hot buildings during the summer months.

And we've got budgeted into the future restoration costs things like external blinds. Everything has been budgeted in... So the head of NAB sustainability person— actually it was run by a woman from BHP, quite high up, we got her involved and she ran these workshops. A lot of academics—commercial ESD people to write a sustainability strategy and bring in whether it was restoration of buildings, building community capacity—across all things. So that was all done through partnerships and then that led to me getting interns from RMIT, classes working on different projects (Abbotsford Convent, Respondent 2).

Theme 3: Psychological outcomes reflect goodwill from the perspective of being a better, more responsible company

The businesses of Resource Recovery and Ashoil both offset carbon emissions through waste recovery and reuse. This gave tremendous gratification to their stakeholders knowing they were collecting a waste for conversion into a renewable product that would otherwise be transported a distance for disposal. Moreover, it created a lot of goodwill for their business associates who were perceived as being more responsible. Ashoil picked up the UCO for refinement from a catering company, Compass. Both companies subsequently received a Golden Gecko award for Environmental Excellence by the Department of Mines and Petroleum for helping to restore the land and its animals.

It also creates a lot of goodwill for the company that donates it [the used cooking oil] to us because now they are seen as a better, more responsible company as opposed to before where they were disposing of it in an unkind manner; they are now helping us to create opportunities with that (AAC, Respondent 1).

In the same vein, Ashlinen recovered and reused linen from the mining industry. Instead of importing more safety workwear from distant China, they removed rags and gave them a second life—300 tons of rags were redistributed in 2014 alone. Women who were employed to handle this task expressed their appreciation of the opportunities to help the environment and work, breaking a longstanding cycle of unemployment for their family. It instilled pride and the same feelings of accomplishment pervaded the other organisations when they were recognised with environmental or social awards for their good deeds.

Even Hepburn Wind's stakeholders expressed contentment with the wind farm project in spite of the low economic return. 86 percent of Hepburn Wind's members reported in 2014 that they remained satisfied with producing local clean energy. The wind farm ingrained deep-set environmental values in the community. Residents were reminded daily from the main street of

Daylesford where their energy was being cleanly generated as the turbines visibly turned atop Leonard's Hill.

Shareholders are possibly still happy because the majority didn't get into it to make money and they're not making money at the moment, but they're happy to be involved because it's a good, green thing to do (Hepburn Wind, Respondent 1).

Theme 4: Social marketing drives sales and seeds businesses among fostering other opportunities

The social stance of the organisations appeared to cause an upward effect on sales shown by the willingness and success of companies awarding business contracts to these organisations. Infoxchange was awarded a project for the New South Wales government to assist all of the homelessness organisations to connect with ICT in that state. The primary reason they were selected in that tender against competitors was due to Infoxchange's alliance with the nonprofit sector coupled with their social objectives that positioned them well for rolling out a solution. One of WorkVentures' major clients was a logistics company that was a strong proponent of its social activities as well. Therefore this side of their business, delivering social benefits, gave customers a secondary reason to buy from the social enterprise (it also helped customers to be perceived as good corporate citizens). More impacts on sales from the social involvements of the organisations are summarised in Table 5.10. For example, the organisations occasionally spurred new businesses for their stakeholders that would not exist. One spinoff of Ashlinen donating a lot of linen to charity shops was having sewing groups upcycle the cloth they receive into recreated items, thereby creating additional opportunities for beneficiaries of their business activities. And when Human Ventures ran workshops in regional communities, they brought film equipment to teach participants a trade and then left it behind in those communities so residents could reap longer-term gain.

Table 5.10 Contexts of marked impact on sales within the cases

Organisations	Representative quotations
Abbotsford Convent	<i>Whilst we're further out of the city than say maybe some other venues or studio spaces or cafes, but that's why people come out; and I think it's because they're drawn to the nature of the site, the fact that it is different to other commercial spaces, and it does support the community in that way (Respondent 1).</i>
Ashoil, Ashlinen	<i>There are other binders and producers down in Perth. They (Rio Tinto) wouldn't buy off them. They'd buy off us... To tell you the truth they could — the cost of buying diesel to biodiesel, biodiesel costs them more (Respondent 1).</i>
Hepburn Wind	<i>Historically most people bought prior to generation... I think at that time absolutely they were buying in because it was the first project of its kind, because it had environmental and social objectives really clearly there, the benefit sharing model...(Respondent 2).</i>
Human Ventures	<i>The fact that we offer—by engaging us as an organisation you can also have a positive impact on society is a point of difference, but fundamentally the majority of our customers (I'd say 90%) aren't going to compromise on price or product (Respondent 2).</i>
Infoxchange	<i>With corporate partners...that there's a link to our social objective and what we're trying to achieve hits their corporate social responsibility objectives. Our work with the not-for-profit sector it's probably less tangible, but organisations like the fact that they're working with another not-for-profit organisation that has some sort of level of shared social objectives (Respondent 2).</i>
Perth City Farm	<i>A case in point, there was a woman I bumped into that's been a long-term visitor and even supporter of City Farm, and she was purchasing from the nursery for gifts (Respondent 2).</i>
Resource Recovery, RRA	<i>It's been a two-way street because a lot of those mainstream businesses...they're very interested to know how a social enterprise model might work and in particular whether they can partner with a social enterprise business...(Respondent 1).</i>
WorkVentures	<i>Before you came in today I was saying I was at something last week, and the woman beside me, the minute I said WorkVentures she's gone, "I love what you do. I came to you guys for my mum's computer" (Respondent 2).</i>

Theme 5: Social procurement is pursued by the organisations; however management watches this as an emerging trend

Social procurement is another outlet pursued by two social enterprises to acquire business. It is contractual work by government agencies to hire organisations that are capable of fulfilling a project's requirements as well as delivering social outcomes. In this study only Resource Recovery and Human Ventures engaged in social procurement work, presumably due to its low rate of incidence. However, social procurement is increasingly becoming embedded in job

stipulations; thus, it is an up-and-coming trend to be watched for future applicability across industries.

Social procurement which is using your procurement dollars in an organisation like a council to obtain services and goods, and you do that looking for a social outcome as well. Then one way of doing that is to work with a business...but it is a social enterprise so its goal to be in business is what we call profit-for-purpose...So we're trying to educate in that space...councils are really keen to work with their communities and achieve good social outcomes, but they don't always understand how. So we're trying to talk to them about how they can, and at the same time as trying to make sure we've got a tailor-made approach for each particular region...(Resource Recovery, Respondent 1).

RQ 2: How did the social enterprises account to stakeholders for their social, economic and environmental impacts?

The second research question concerned one core concept, accountability to stakeholders. The organisations expressed the belief that winning in business and life comes from treating people fairly. This philosophy pervaded how management interacted with their stakeholders, and it directly affected their reporting practices.

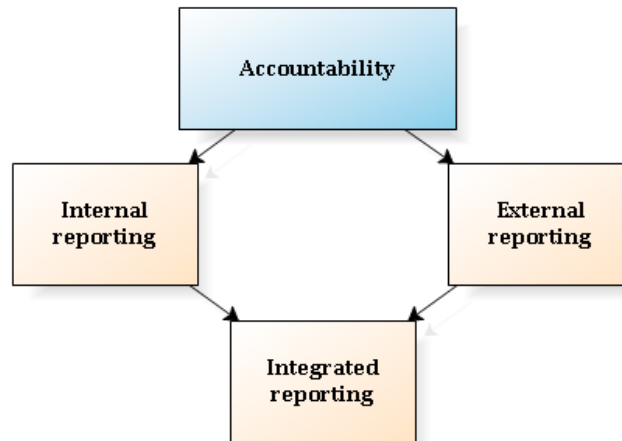
That's my basic philosophy on everything we do in business...Everyone is a winner (AAC, Respondent 2).

5.3.3 Accountability measures

Social enterprises were accountable to their target publics; they internally tracked their financial, social and environmental performance to inform strategic decision-making, and they acted inconsistently, but attempted to be open and transparent in presenting various types of external reporting.

Figure 5.5 displays these two interrelated concepts examined under the topic of accountability in this study and how merging internal and external reporting can lead to integrated reporting.

Figure 5.5 Accountability categories examined for themes and sub-themes



Theme 1: Organisations are accountable to parents or board members: performance informs internal business strategic decision-making

The social enterprises strived to do their utmost to attend to their target publics. Generally, they aimed to treat stakeholders on a level playing field; honesty was intrinsic to their makeup. This ideology formed the basis of setting organisational policy and direction.

We have a set of values as set down in here, but that basically is that we help everyone that we can and we're just honest and just do the best that we can in a business sense and in a social sense—no matter who they are—whether white or black or whatever (Abbotsford Convent, Respondent 2).

For this reason, the organisations were forthright, sharing their business models and reflecting on their performance to guide them. This helped the social enterprises to engender respect within their industries, opening doors so associates were willing to exchange valuable information within their respective industries.

Part of that's by going to conferences—talking to other players in the waste industry and just looking at what we do. We like to use the expression that we're an honest broker, so are we still providing a down-to-earth, honest service...(Resource Recovery, Respondent 1).

Further, the companies periodically needed to report back to board members and parent bodies on their progress. Resource Recovery and RRA kept the Great Lakes Council informed about their performance at all operating sites for reviews and re-tendering contracts. Subsidiaries of AAC also issued regular reports to their parent company. Information on Ashoil and Ashlinen's performance was incorporated into bi-monthly reports to assess business activity and provide a financial outlook. Then executives could make recommendations to improve aspects of their business. Perth City Farm similarly began to audit which aspects of its business returned more cash flow in order to know where to increase production (venue hire), while newer management was assigned to seek new opportunities for business growth.

Evaluating performance thus serves the important purpose of letting an organisation see which areas of its operations are most effective and which ones warrant strategic change. Key performance indicators were often used as a benchmark of how well a company was faring. Typically an organisation recorded: income from products and services, number of volunteer hours, number of people trained or employed, number of visitors or events booked at onsite venues. Then the organisation was able to compare the costs versus benefits of its activities to render decisions to adapt, discard or streamline its systems for obtaining maximum value.

Another benchmark is the employment. For example, in the contract that we have with Great Lakes Shire Council...30% of our employees need to be Aboriginal. We have higher than that. We have 50% of permanent employees (Resource Recovery, Respondent 1).

Organisations increasingly want to capture more than quantitative data for appraising the effectiveness of how they are performing in the marketplace. Therefore, Human Ventures tracked how their target publics responded to their programs on an anecdotal level, but they

also measured how many people participated in their programs and conducted further quantitative analysis.

...people's level of engagement; their level of satisfaction with the program...we find in terms of that sort of capturing of information—social media, particularly with young people—because most of our programs are young-person focused...social media is quite effective because they'll be quite honest... The days of us giving them a feedback sheet...is nowhere near as effective as our program website or Facebook page (Human Ventures, Respondent 2).

Infoxchange did not use one across-the-board evaluation system because the data they wanted to capture was specific to each project. They employed a Technical Services Manager who functioned as a project manager, gathering requisite documentation per project as input for strategic decision-making. Over time, this method allowed Infoxchange to learn which services were more profitable than others. Income from those yielding a higher return was reinvested in its social programs through cross-subsidisation, the aforementioned strategy that was commonplace in all the social enterprises.

We've got some areas doing better than others. We measure each of them independently and then make those decisions as to when and where we want to cross-subsidise (Infoxchange, Respondent 2).

Technology improved the ability to access more information to benchmark one's performance. With the ease and necessity of utilising website tracking devices, many of the organisations availed themselves of Google analytics or other online research instruments to measure audience engagement. This meant the organisations closely observed their Internet activity to discover: how many people were reading their website, what aspects readers were clicking on, how much traffic was drawn to their social media platforms, and how many viewers were reading their blog or company newsletter. Monitoring readership indicated where it was worth spending time and effort to be open and transparent.

We do a weekly [online] newsletter to about 60,000 across the sector every week and so all of these research reports we put out through those sorts of channels, and share them as widely as possible (Infoxchange, Respondent 2).

Theme 2: Organisations also act openly and transparently in external reporting, but evidence shows the information is incremental or aims for fuller disclosure

Instead of reporting to external stakeholders in line with any standardised social auditing frameworks, typically organisations captured and reported selective content to their audiences on their triple bottom line performance. Per requirements, when a funding body approved and allocated grant money for a project, an acquittal is prepared upon completion of the contracted work to show whether funds were spent as stipulated. However, the organisations often posted this information online and released it in their annual reports to cater to wider audiences.

Resource Recovery carried out a comprehensive audit of its community space, 'The Green' (Hastings, 2013) to show the full range of impacts (i.e., social, environmental and financial) after being granted funding by the NSW Department of Human Services to set up the premises for operating its community centre. Later this audit was posted on the Internet to the public.

The only other thing I would say is that we use our website and our Facebook stream to report and to be as transparent as possible (Resource Recovery, Respondent 1).

More examples of these types of reports written to fulfil funding requirements, but issued for wider circulation to stakeholders included: iGetIt! Project 2010 WorkVentures Internal Evaluation Report documenting ninety percent accreditation of Indigenous youth participants in a computer-based training program, and SIPRY Program Final Evaluation Report 2011 funded by Microsoft giving social inclusion pathways for youth refugees through similar computer-based training (Piccone, 2011; WorkVentures Ltd, 2011); and Infoxchange's PCs into Homes Final Evaluation Report 2010 (Wheadon, 2010) also showing the impacts of bringing digital skills to public housing projects that resulted in increased education, employment and perceived satisfaction in bridging social connections between program partners and recipients.

When we get funded for specific programs, we do data gathering and we have to do the acquittals and all of that...It's just good practice to be able to have that level of governance and compliance anyway. It keeps everybody honest and on track (WorkVentures, Respondent 2).

When evaluating social impacts, the organisations understood it was necessary to distinguish between short-term goals versus longer-term outcomes that were viewed as truer key performance indicators so they might ask program partners to assist in collecting personal data to track the outcomes of program participants over time utilising both formal (e.g., government benchmarks) and informal (e.g., social media channels) measurements. It was a labour intensive, time-consuming process, but it was worthwhile for generating a rigorous, longitudinal set of data.

Well I could give you more long-term data in terms of our group-training organisation...We get them trained up and they get their qualifications while they're inside a host employer. So they start working full-time...and we track these kids for two, three, four, five years because they're on social media. We link with them on LinkedIn, Facebook. They're our alumni...once they've got a hand up and some qualifications and some confidence, they just keep working (WorkVentures, Respondent 1).

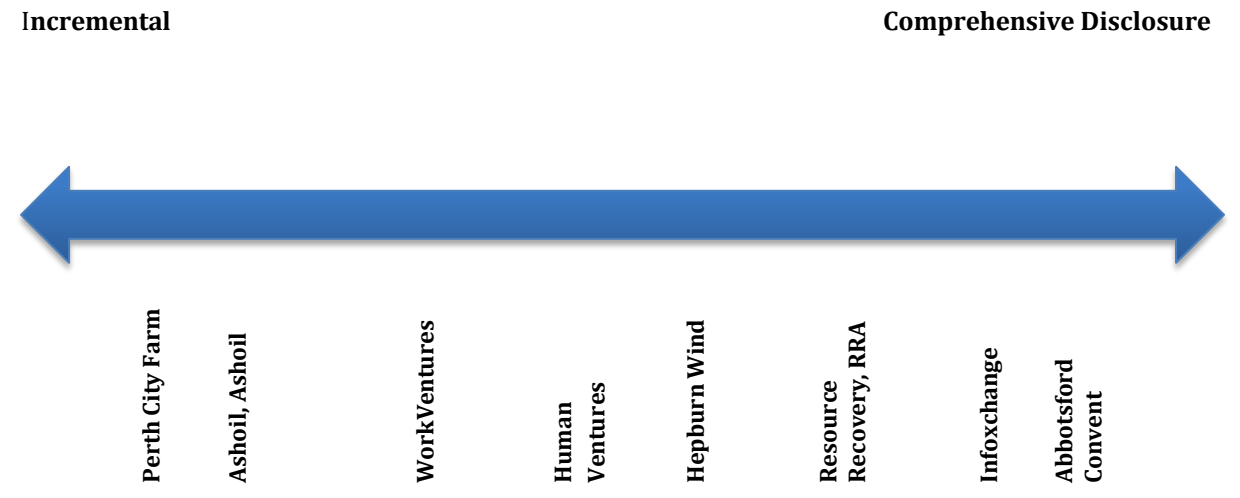
Benchmarking results over a three-to-five year period provides an appraisal of wider community benefits, evidencing the social enterprise's enduring bonds formed with schools, councils and local groups. This insight demonstrates heightened reliability that is gained over examining results from a snapshot alone. When Human Ventures delivered multimedia programs in the Blackall region of Queensland twenty years ago, several participants consequently started up their own creative enterprise that continued to thrive in their community.

With a program like Shockwave that has now been delivered for about eight years, we've started to see long-term impacts...It's a youth-based program and so when we start working

with someone who is 12 or 13 and eight years later they're 20/21/22 years old...we've seeded a small business there and that's two participants...and have started a small graphic design business. We paid their wages for one year to start off with and then gave them all the training they needed and they now run one of the only graphic design businesses in that region and are busy which is good (Human Ventures, Respondent 1).

Of significance though, the findings showed that accountability is inconsistent and often incomplete. Benchmarking by one organisation was assessed using a different set of metrics than another social enterprise. Performance reporting of triple bottom line impacts ranged from a little to a lot of information that was disseminated to stakeholders. Figure 5.6 displays where each organisation fell on a continuum of reporting from incremental towards fuller disclosure.

Figure 5.6 Performance reporting of impacts by social enterprises



Examples of specific types of accountability information that was divulged to the organisations' circle of stakeholders are provided in Table 5.11.

Table 5.11 Social, environmental and economic information publicly reported to constituents

Organisation	Social indicators	Environmental indicators	Economic indicators
Abbotsford Convent	Reporting of growth year after year on all events hosted & record of visitors	Accounting of transition to ESD efficiency with number of buildings renovated, water tanks & solar panels installed for efficient energy consumption, vegetables grown for on-site eateries	Income and assets w/full disclosure on costs of capital investments & return from venue hire
Ashoil, Ashlinen	Government reporting on jobs provided for improved health and wellbeing	Amount of reduced diesel from biodiesel usage in mining industry, cut CO ₂ emissions & save lives from unnecessary road transport, supports growth of local supplies of produce	Reporting on training locals in work skills for employment & exploiting other opportunities by starting up new enterprises
Hepburn Wind	Amount of reinvestment into community projects from annual payments made to community funded projects, number of members mobilised as a lobby	Total kWh clean energy harnessed that reduces town usage of coal-fired power transmissions & saves CO ₂ emissions	Income and assets w/full financial disclosure on amount of local employment secured & energy sales from kWh produced over electricity grid & large-scale generation certificates
Human Ventures	Number of events run in remote communities, fulfilment of contract as a government supplier of communication services with attached social benefit	Number of community halls renovated & other environmental improvements from economic stimulation in communities served	Income & expenditures of funding events, number of employment opportunities created in rapidly declining areas
Infoxchange	Number of government inquiries served to influence digital literacy policies for improved health & wellbeing, number of residents in programs trained in digital literacy	Number of local families & businesses connected to the cloud to spare transport emissions	Income and assets w/total sales of refurbished computers
Perth City Farm	Convenor of regular community events, number of participants in certified training programs for improved health & wellbeing	Local supplier & operator of marketplace for fresh produce, facility to teach permaculture	Total revenue from venue hire, produce sales & number of participants in Work-for-the Dole
Resource Recovery, RRA	Convenor of community events, number of participants in certified training programs, percentage of local indigenous employees & reduced recidivism for	Total amount of resources recovered from waste & m ² of bush regenerated	Income & assets w/total number of contracts awarded & number of participants hired via Work-for-the Dole or job service agencies

Work Ventures	improved health & wellbeing Total number of participants in certified training programs, employed through Salesforce or KickStart Academy, number of low-income families & businesses connected to computers & cloud w/ongoing local technical support for improved health & wellbeing	Total number of computers refurbished & legacy repairs completed, saving equipment from landfills	Income & assets from total sales & number of participants placed in RTO scheme
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When the organisations wanted to obtain a more comprehensive picture for their audiences, they undertook an intensive data gathering exercise extending well beyond standardised accounting results (i.e., cash flow, balance sheet, profit and loss). It was absolutely critical for Abbotsford Convent to collect such detailed information because it continuously relied on partnerships for funding its rehabilitation. To calculate their current and projected value, the social enterprise hired quantity surveyors to map out the costs versus benefits of restoration across every square metre of the site. These comparisons are outlined in ‘Let’s Finish the Job’ (Abbotsford Convent, 2014b), a prospectus for future funding. They also consulted with Pricewaterhouse Coopers to complete a second independent economic impact study in conjunction with having staff continuously poll their audiences to monitor their comprehensive impacts. The feedback was used for fundraising and deciding if any adjustments were warranted.

On probably a less regular basis, but we have done a recent complete data collection which was huge. We did an extended version of our public surveys to get a wider pool, and then on top of that we did a lot of data collecting on how many not-for-profits used our venues in one year (Abbotsford Convent, Respondent 1).

A. T. Kearney, global management consultants, similarly conducted an independent analysis for Infoxchange to estimate a value of the economic and social benefits received by program

participants in the hands-on digital literacy program delivered at the Collingwood public housing estate. The consultants produced a 'Doing Good' measurement model for this evaluation to appraise that an average of \$5.9M gain was procured following residents' three-year absorption of digital skills (Harkness, 2010). It measured the flow-on effects of giving back to the community through the social programs that were administered along with implementing other whole-of-community initiatives.

They measured the hard financial impact at about \$6 million over the initial three years of that project, and the \$6 million in terms of real money that either people got back into employment, so it's more revenue for the tax office or less payment from Centrelink and all those kinds of things. But also a lot of the education and social benefits a lot of people in those communities are asylum seekers or refugees so it's to provide access to technology (Infoxchange, Respondent 2).

...because they were able to contact family and stay in touch with news or be more engaged in their community as a whole (Infoxchange, Respondent 1).

Human Ventures performed a different type of accounting altogether to collect information on the impacts of the Shockwave Festival facing its transition to community ownership. The organisation consulted with the Blackall-Tambo Council and associated regional stakeholders to prepare and deliver a report for ultimately selecting a suitable leader to take over festival management.

After we did the consultation that was what sort of set the criteria for us to choose who the transition partner was. So we were looking at a range of options for who would take on the program after us and there was a bit of an ELI (extended learning investigation) process, but we obviously needed our own criteria to evaluate. There were things like we discovered through that the local councils actually valued the program most highly. They even valued it higher than say arts organisations or youth organisations even though it's a youth arts program (Human Ventures, Respondent 1).

Learning through best practice models

Due to anticipated growth in the renewable energy industry, Hepburn Wind was bracing to heighten their accountability through reporting on performance in the future. Management were setting up a method with industry partners, establishing what criteria would need to be captured for assessment and subsequent reporting.

We participate as a kind of benchmarking, monitoring, evaluation system that is being set up at the moment through the Coalition of Community Energy which I'm an adviser on. So through that we're defining what we should be capturing as projects come onto the Australian landscape, so setting all those aspects that we want to capture now (Hepburn Wind, Respondent 2).

Since its inception however Hepburn Wind was accountable through posting an annual report that states the organisation's financial as well as social impacts from disbursing grants through its annual community fund. Accountability is a strong factor in the organisation's decision-making when it considers who to award these grants. The organisation checks itself against comparable community grant programs to ensure it is following best practice. Interestingly, applications in early rounds concerned funding for a wide range of projects, but in 2014, the focus shifted to cooperatives and social enterprises vying for funding for prospective renewable energy projects.

5.3.4 Challenges

A Resource Recovery manager succinctly stated how it was challenging to benchmark their organisation against other cases because it was a unique model of social entrepreneurship. Even though making comparisons was difficult, facets of the company's performance could be assessed against competitors within the same industry.

I don't think there is anyone who we can benchmark necessarily against because there aren't any other social enterprises that are doing similar [work] to us or that have the same kind of target market as us (Resource Recovery, Respondent 2).

Resource Recovery gauged the volume of waste it diverted from landfill, associated sales from the materials its staff recovers, and the flow-on effects from the economic opportunities it created for the community through its training and employment. When this social enterprise and others wanted to collect and disseminate richer qualitative findings, they produced and released a video story using a medium such as vox pop (where individuals interview and broadcast their colleagues via peer research). Respondents agreed this method was believable and held greater promise as a future trajectory for reporting.

I think the best way to talk about it is anecdotally and the evidence that we see...coming back from communities is around things like building positive relationships, building confidence, gaining skills in creative and lateral thinking, working as part of a team, being able to reflect on individual and community struggles as well. The arts are really a great tool to be able to explore all of those things and to be able to effect change in that way... There's a massive difference between what drawing, painting or visual art might provide through what the recorded digital story or video might allow for, and being able to use those tools to be able to respond to different social needs is really powerful (Human Ventures, Respondent 1).

Moreover, the social enterprises found social media was another powerful tool to convey their individual stories of achievement. It enabled them to engage in two-way communication with target publics by disseminating shorter, but regular messages about their performance and was a good vehicle to build networks.

We're a pro bono account for a large public relations company and they sent over their social marketing maven...We're going to have a whole team of people now who are going to be reporters and working on stories and we're really going to start...the stories aspect of it...what we do on the spot, on the street kind of thing. It's the heart of what we do. I can't

measure the kid vomiting less so we have to find a way to communicate the wins that we've got in a way that people can understand it (WorkVentures, Respondent 1).

5.4 Summary

The findings chapter recapitulated quotes from the interviews and extrapolated evidence from the documentation on their organisations to come up with themes for answering the research questions. Three main topics were explored in detail: strategic marketing, social marketing and accountability. Although there were congruencies in how marketing is operationalised for all business entities, the evidence spotlighted that social enterprises applied marketing and social marketing in more innovative, entrepreneurial manners to achieve their missions. This pertained to accountability that was neither uniformly collected nor reported to stakeholders. Evidence demonstrated it was fruitful to take stock of triple bottom line performance using methods that reveal a breadth of data to inform internal and external decision-making for long-term planning. Importantly, newer technological formats offered powerful means to convey impacts. The next chapter incorporates the evidence with theory discussed in the literature review to arrive at the contributions of the study.

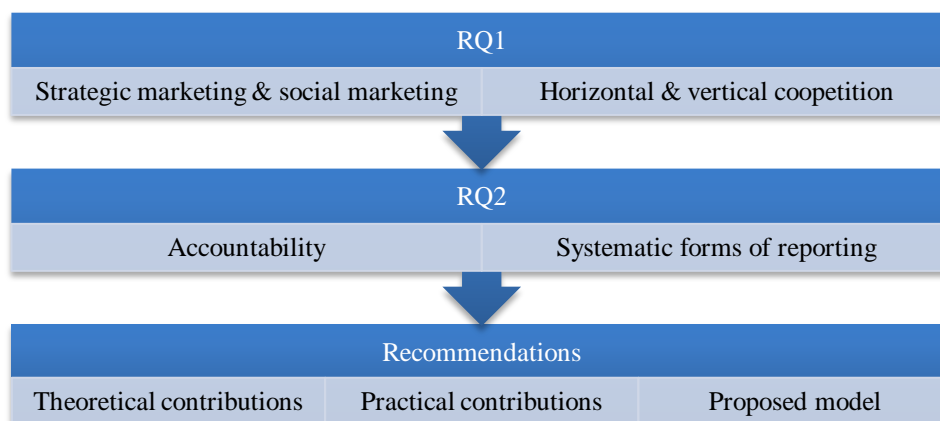
CHAPTER 6: ANALYSIS

6.1 Introduction

Findings in the previous chapter from the case data helped to articulate the relationships between the underlying research constructs. As expected and unexpected findings emerged from the interviews, observations and documentation, the data was interpreted in reference to the literature review. This type of higher level querying, also known as axial coding, entailed a process of moving from first-order categories to second-order themes to reach overarching concepts (Bengtsson & Johansson, 2012) for ensuring a more rigorous evaluation.

This chapter turns to the analysis, how the evidence is linked to theory from the literature review. It demonstrates that the qualitative methodology underpinning this project is justified because it was able to connect the rich data to identify theoretical and practical contributions of the study. Figure 6.1 is a guide to the phases of joining these elements. The first part of the chapter describes how the evidence of strategic marketing and social marketing in the social enterprises makes contributions to coopetition in the third sector to answer the first research question. The second part of this chapter evaluates how accountability in the organisations makes contributions to integrated reporting to answer the second research question. Then the contributions are combined in a proposed model for attaining synergy between theory and practice.

Figure 6.1 Stages of evaluation



RQ1: How were strategic marketing and social marketing strategies deployed in social enterprises to reach social, environmental and economic missions?

Existing literature demonstrates that comprehensive partnerships can be leveraged to achieve social change when stakeholders work to realise mutual goals within interdependent systems (Collins, Tapp, & Pressley, 2010). This holistic approach recognises that programs involve participants interacting at multiple levels within a social ecological paradigm (Bronfenbrenner, 1994). The cases in this study substantiated how the organisations formed relationships working within and across multiple channels. This happened through the application of marketing to advance their financial position that in turn, enabled them to serve their publics using social marketing towards reaching their behavioural change programs or campaigns.

Strategies can be implemented by organisations to relate to stakeholders, spanning higher levels of government through in-between groups and down to grassroots movements that become a force en masse for sustainability (Hastings, 2007). Functioning within systems harnesses more powerful results than what is capable of being achieved by acting alone so the organisations can resolve complex societal issues. They forge connections with stakeholders at micro-, meso-, exo-and macro-levels to build relationships by applying marketing strategies of collaboration and competition, also known as coopetition. These types of interorganisational partnerships are dynamic; and they cause advantages from operating in both states of affairs (Brandenburger & Nalebuff, 1996). At times, competitors collaborate to reach synergies through sharing complementary resources and capabilities while making commitments to attain specific goals along the value chain by operating in collective activities (Osarenkhoe, 2010). This approach can lead to business enhancement for introducing new products and gaining entry to untapped markets (Cohen Mason, 1993; Lei & Slocum Jr, 1992) from forming strategic alliances (Flanagan, 1993).

At the vertical level, cooperative partnerships tend to be more obvious and frequently occur in supply chains, whereas in horizontal partnerships, they are usually more informal, involving

social or informational exchanges that take place among direct competitors. Bengtsson and Kock (2000) argue that measures of cooperation and competition are required in both types of vertical and horizontal relationships to gain advantage.

Horizontal coopetition

In horizontal partnerships actors collaborate to create new markets unlike situations where actors compete to separate markets (Bengtsson & Kock, 2000) usually across seller-seller or buyer-buyer relationships. It is important to note that overall there is a tension between creating value (Whalen & Akaka, 2015) through cooperating versus appropriating value during competition (Bouncken, Gast, Kraus, & Bogers, 2015). The reason competitors become willing to join forces is to create new ideas about services or products that are beyond their core competencies so they can try to capture a competitive advantage in the marketplace. Giddens (1984) explains how this happens under the lens of structure theory in that businesses interact in networks that require actors to work separately and jointly. By cooperating in horizontal networks, organisations gain access to resources for developing services or products more cost efficiently. This is especially significant in small organisations including social enterprises as they have limited financial resources so coopetition extends the scope of their existing resource base. On the other hand, by competing, businesses are forced to take certain actions to trigger the development of new products and enter new markets to improve their market positioning relative to their competitors. In other words, organisations enact cooperative activities to pool resources to develop a product line (Tranekjer & Søndergaard, 2013), but when it comes to launching or selling a product line, organisations will stand apart from one another to compete. In today's complex business environment, it is imperative for relationships to form within and across channels for mutual benefit as shown by evidence in this study on social enterprises, for the purpose of co-creating social value (Mueller, Chambers, & Neck, 2013). However, the paradox of acting within horizontal and vertical partnerships due to tension between the desire for joint value creation and individual value capture (Bouncken et al., 2015) demands that the

process of engaging in coopetition needs to be managed differently and carefully (Bengtsson & Kock, 2000).

Research demonstrates the benefits achieved in cases of small-to-medium sized IT enterprises where coopetition was employed to enter markets dominated by large multinationals by balancing multiple partnerships to build an alliance portfolio. Bengtsson and Johansson (2012) found roles may shift from asymmetric to symmetric relationships between competitors under these circumstances. Coopetition can be effective in fast-moving industries such as technology. It is important to continue developing products quickly using innovation because smaller businesses help to decrease the length of time for research and development by bringing their ideas to create new market opportunities (Gnyawali & Park, 2009; McCutchen & Swamidass, 2004). For example, IT evolved from proprietary to open-source business models, opening up value chains that allow integration with smaller enterprises to gain legitimacy and credibility, overcoming limitations in being relatively smaller and newer due to their pioneering nature (Baum, Calabrese, & Silverman, 2000; Stinchcombe & March, 1965). Flexibility is the key to making this work (Bengtsson & Johansson, 2012), particularly to sustain vulnerable relationships while trying to maintain independence from large organisations.

Vertical coopetition

Generally, in vertical marketing coopetition fosters an exchange of information and knowledge through a network by simultaneously competing and cooperating with partners in multifaceted relationships (Osarenkhoe, 2010). Findings from a study of vertical coopetition in venture capital firms (Soppe, Lechner, & Dowling, 2014) revealed coopetition is not only frequently practiced, but several businesses deliberately engage in multiple cooperative relationships due to a range of advantages. These benefits include enabling greater efficiency, and opening up business opportunities which organisations would otherwise be excluded from. The size of the organisations involved factors in the outcome to be achieved. Aligning with smaller or equal-sized organisations can foster learning, mobilise resources and attract customers. Allying with

other small companies to become a bigger force implies that less risk is associated with managing and monitoring the partnership, but perceived fairness in business dealings is crucial to maintain an ongoing relationship.

Next, the analysis extends the extant literature on coopetition in small-to-medium sized enterprises in the third sector. The cases in this study used both horizontal and vertical coopetition for the advantages presented in scholarly literature. They forged collaborative and competitive relationships with stakeholders in upstream, midstream and downstream directions to advance commercial aspects of their businesses and benefit their communities. It was a dynamic and uncertain process to balance all the actors working under these terms. However, endurance of the social enterprises coupled with results in accomplishing social change attested to their success at managing these relationships.

Hastings (2002) argues for adopting such a comprehensive approach instead of an exclusive approach. At the upstream level, a more holistic path for social marketing is recommended emphasising operational and strategic social marketing that accounts for the customers' perspective to shape the development of policy (French & Blair-Stevens, 2007). To be successful, social marketers must also understand consumer needs to stimulate their motivation and enable appropriate implementation and evaluation of interventions (Hastings, 2007). Systematic applications are still in their infancy, lacking guidance and substance (Gordon, 2013). Yet, learning from case studies about their organisational behaviour, beginning with pressuring policy changes for social good (Buchanan & Huczynski, 2010; Hutt & Speh, 2012) shows how organisations like the social enterprises in this study can fulfil their missions.

How coopetition functioned in the cases studied

Upstream

The upper level, exosystem, is where initiatives by social enterprises are aimed at influencing policymakers (Bronfenbrenner, 1994) and regulators (Andreasen, 2006) to develop more 'user-

friendly' policies for social benefits. Upstream social marketing can also encompass media relations besides lobbying and political advocacy as a method to sway advocacy through communication campaigns (Gordon, 2013). The literature reveals that social marketing historically was neither systematically employed nor effective enough in the area of policymaking. Locals did not consult with government representatives about important rules governing social behaviour; and a lack of opportunities pervaded their neighbourhoods, consequently translating into what Bourdieu (1984) perceived are constraints on cultural capital. Since the 1990s, discourse expanded to include implementing environmental measures as well as structural drivers for social change (Goldberg, 1995; Hastings & Donovan, 2002). Additionally, organisations now act as agents, intermediaries that aim to satisfy customer needs from novel measures they enact upstream to change public policy. Select examples of marketing and social marketing strategies from this study's data are given in Table 6.1 to show how these organisations worked in partnerships upstream to push sales and social services, leading to the support of interventions for achieving their missions.

The social enterprises introduced marketing and social marketing strategies ultimately to enable their communities to overcome significant social, economic and environmental barriers including illiteracy, unemployment and isolation. They enacted marketing upstream by engaging in activities such as: cooperating for setting standards, carrying out research and developing new products and services, facilitating buying opportunities (Bonel et al., 2008), and handling and processing raw materials (Bengtsson & Kock, 2015; Rusko, 2011) through applying coopetition. Utilising these approaches facilitated joint creation of value for their products or services and for modifying structures. In this study, many of the organisations became involved in advocacy. From the interviews, Hepburn Wind activated its members to become involved in political action campaigns for review of the RET. From the documents, Infoxchange likewise pressured policymakers to enhance digital access and inclusion. Executives addressed (based on their organisation's expertise) how telework can be a 'leveller' to include more people in work opportunities at conferences and Senate inquiries. They

submitted several white papers on the needs and lifelong benefits of digital inclusion and digital literacy (Dickins, 2014; Walton, Kop, Spriggs, & Fitzgerald, 2013). Additionally, management presented benefits from the use of telecommuting and e-business to work remotely in rural and regional Victoria to the Rural and Regional Committee inquiry hearings (Freeman & Park, 2015) in 2013 (Parliament of Victoria, 2013). This campaigning to change laws and policies complements the work carried out by Infoxchange providing social services for government to positively influence social issues (Gordon, 2013). In another example, it was instrumental for Hepburn Wind to collaborate with multiple government agencies, many of which did not share vested interests, but all of them were highly significant to start up the wind farm. Commercial wind farm developers, energy retailers and financiers all provided assistance from gathering information to lending expertise and donating in-kind and pro bono support from project inception to completion by: putting together the business case, raising seed capital, and creating opportunities in the marketplace for it (Ison, Hicks, Gilding, & Ross, 2012) to succeed.

Table 6.1 Upstream partners in social enterprises linked to coopetitive marketing and social marketing strategies

Organisation	Vertical stakeholders	Marketing & social marketing engagement strategies	How the organisations collaborate and compete w/partners
Abbotsford Convent	Victorian Government—Creative Victoria, Yarra City Council, Heritage Victoria, media	Setting new standards in redevelopment of heritage buildings	Collaborate – obtaining planning approvals to retrofit dilapidated structures using ESD principles Compete – developers & planners vying for permission to raze the structures altogether & start anew
Ashoil, Ashlinen	Government of Western Australia—Department of Mines and Petroleum, Department of Industry and Resources, Department of the Environment, media	Research & development, setting new standards for an exemption to produce diesel & for processing raw materials	Collaborate - variance granted on approved standards to produce biodiesel Compete – lobbying efforts by powerful special oil interests to sell or disallow production of biodiesel
Hepburn Wind	Commonwealth Government—Standing Council on Energy and Resources to Australian	Setting new standards for small-scale commercial renewable energy generation that	Collaborate - special exemption granted for connecting small-scale feed-in to electricity

	Energy Regulator, Victorian Energy, Environment Victoria, Hepburn Shire Council, media	connects with the electricity grid, establishing new investment opportunities for the local community	grid Compete – reviews by renewable energy target to lower thresholds for renewable energy at national level, legislation forbidding applicants to start up wind farms in Victoria Collaborate – permits to organise community workshops & festivals Compete – councils being willing to back different events or solutions where youth are exiting towns, preventing new employment & social cohesion opportunities Collaborate – establish a governmental system for providing greater access to health & social services via ICT Compete – post-implementation, maintaining & extending digital technology contracts
Human Ventures	Brisbane & Central West QLD Councils, media	Buying opportunities	
Infoxchange	Commonwealth Government—Communications & the Arts, Victorian Government—Department of Human Services, Environment, Natural Resources & Regional Development Committee, media	Buying opportunities, setting new standards for communication & education policies on ICT	
Perth City Farm	Government of Western Australia—Department of Primary Industries, media	Buying opportunities, setting new standards for operating an organic farm in an urban environment	Collaborate – abide by policies to facilitate running an urban farm Compete – land tenure to operate via East Perth Redevelopment Authority
Resource Recovery, RRA	Great Lakes & Gladstone Regional Councils, NSW New South Wales & Queensland Governments—Department of the Environment, media	Buying opportunities, processing materials	Collaborate – contracts awarded to operate the transfer stations & landfills/waste management centres w/approval to recycle or upcycle waste materials Compete – renegotiate & win bids for contract renewal
Work Ventures	Government of New South Wales—Environmental Protection Agency, Department of Human Services-Centrelink, media	Buying opportunities, processing materials	Collaborate – contract awarded & to abide by all standards to provide refurbished computers for youth, seniors and low income households Compete – disposal of e-waste with replacement of new equipment

Midstream

The mesosystem refers to the intermediate realm where people relate to one another. In this context, it refers to how people interact within the workplace or through wider business or social networks (Bronfenbrenner, 1994). Midstream partners include those community groups and partnering organisations (Hastings & Domegan, 2013b; Lagarde, 2012) where organisations build relationships with associates and opinion leaders in their communities to facilitate co-creation of social value.

Service-dominant logic (Lovelock & Gummesson, 2004; Russell-Bennett, Wood, & Previte, 2013; Vargo & Lusch, 2004, 2008) is a recent conceptual midstream theory whereby social marketers now factor in the quality of the experience by employees and it recognises the role that the customer also plays in creating value (therefore, it applies downstream as well). This goes beyond standard production-oriented models to be inclusive of society participating in co-creation of value. Empirical evidence from this study showed the social enterprises are inclusive of their horizontal target audiences to ensure the service they deliver across midstream channels leads to mutual satisfaction. Findings not only supported the theory of service-dominant logic, but spinoffs from the programs corroborated additional research by Wood and Fowlie (2010) and Ungar (2012). These researchers assert that one positive service experience potentially incurs a host of positive outcomes. This idea was epitomised by primary and secondary data drawn on WorkVentures and Resource Recovery. They accepted into apprenticeship programs community members lacking opportunities for work or education. Participants were admitted irrespective of their personal issues or background circumstances, and these social enterprises provided a training ground for them within a supportive culture for long-term employment, thereby paving the way for nurturing self-esteem using creativity to upskill and transform lives.

Horizontal, multifaceted relationships are “based on trust, commitment and loyalty” (Osarenkhoe, 2010, p. 11). One way an AAC respondent said they alleviated pervasive societal

challenges was ameliorating people's fears from the 'big stick' approach that they were accustomed to dealing with from other businesses in their Western Australian communities. By offering fairness, residents were more receptive to participate in Ashoil and Ashlinen's programs. The organisation not only treated fellow citizens with respect, but as an RJCP provider, AAC offered programs in formalised institutions such as training in high schools to involve youth early in work placements, thereby improving local education and employment opportunities. This intervention stimulated economic development by teaching skills and offering or preparing disadvantaged people for employment, objectives shared in the set of information gleaned on WorkVentures, Resource Recovery and Human Ventures. It helped to bridge what was previously missing among community members by building social capital and training youth to foster stronger cultural assets.

Another aspect of horizontal coopetition involves benefits of membership in industry and nonprofit associations to stimulate working on joint product development or coproduction (Mariani, 2007), but competing for value-added practices—pricing, service and quality (Bonel et al., 2008; Osarenkhoe, 2010). This arrangement allows organisations to act by “aligning different interests toward a common objective and helping to create opportunities for competitive advantage by removing external obstacles and neutralising threats” (Osarenkhoe, 2010, p. 11). Midstream interactions appear in Table 6.2, ascertained from the collection of data to specifically show how all the cases collaborated and competed to nurture financial, social and environmental returns.

Table 6.2 Midstream partners in social enterprises linked to coopetitive marketing and social marketing strategies

Organisation	Horizontal stakeholders	Marketing & social marketing engagement strategies	How the organisations collaborate and compete w/partners
Abbotsford Convent	Arts & culture organisations, nonprofit groups	Member of local, state—Arts Industry Council (Victoria) & international arts organisations, Réseau Européen des Centres; member of Pro Bono Australia	Collaborate - broaden offering of arts services to the public Compete - service & quality of programs offered by arts & cultural institutions
Ashoil, Ashlinen	Biodiesel & diesel groups, in the Pilbara & Perth, indigenous groups, catering service	Affiliated with Aboriginal local groups; attend & present at industry conferences	Collaborate – negotiate with diesel procurers for best rates Compete – try to undercut prices offered by diesel sellers such as BP
Hepburn Wind	Medium and large-scale energy generators, other communities expressing interest in starting up renewable energy projects, industry associations	Member of World Wind Alliance & initiated national peak advocacy body, Embark, for small-scale renewable energy	Collaborate – Energy Victoria acts as a broker to allow intake of wind power Compete - Latrobe Valley power stations for buying electricity
Human Ventures	Creative service agencies, nonprofit groups	Presenter for industry functions, Member of QSEC	Collaborate – hire qualified freelancers to work on projects on an as-needed basis Compete – for contracted assignments, will pitch & bid against other creative professionals
Infoxchange	Software companies, nonprofit groups	Joint development of digital literacy programs, coproduction with WorkVentures	Collaborate – partner with Connecting Up in corporate agreements to expand Office 365 services Compete – offer own cloud hosting at competitive rates
Perth City Farm	Organic producers, nonprofit groups, TAFE	Coproduction with other organic, biodynamic growers	Collaborate – permaculture producers rented on-site stalls at weekend markets Compete – sales against these growers
Resource Recovery, RRA	Waste management companies, nonprofit groups, TAFE, local high schools	Joint product development with other waste management companies	Collaborate – consulting in waste management & creating new recycling products with companies such as TerraCycle Compete – experience & offer similar efficient

Work Ventures	Hardware companies, nonprofit groups	Joint development of digital literacy programs, coproduction with Infoxchange	& cost-effective waste management services Collaborate – partner with ITC provider in hardware refurbishment Compete –software testing
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Downstream

The lowest level known as the microsystem pertains to direct interactions between the organisations, customers and individuals in communities (Bronfenbrenner, 1994). For the social enterprises, there were significant negative behaviours within each of their respective communities to be overcome, profound existing problems such as high unemployment, incarceration and abuse. The organisations had to tackle great odds to make breakthroughs by targeting different segments utilising a host of marketing and social marketing strategies to achieve their goals. An interviewee said Resource Recovery invited business partners and community experts to teach weekly workshops for the public on topics varying from finances to permaculture in their informal, community environment. All of these events developed rapport with the locals to reinforce ties and encourage cooperation, building blocks that gradually lead to social change.

Marketing downstream strategies include (Bonel et al., 2008) market penetration, product diversification, distribution, and services marketing (Bengtsson & Kock, 2015; Rusko, 2011) to co-create value. This is achieved through gaining an understanding of what customer needs are by taking their views into account to furnish products and then address issues via customised social marketing programs or campaigns. As stated, Infoxchange was awarded an ICT project for the New South Wales government to connect all of the state's homelessness organisations due to their alliance with the nonprofit sector that gave them insight into what was required for delivering an effective solution. More selections from the case interviews and written data are given in Table 6.3, once again in a vertical direction to exemplify downstream interactions.

Table 6.3 Downstream partners in social enterprises linked to cooperative marketing and social marketing strategies

Organisation	Vertical stakeholders	Marketing & social marketing engagement strategies	How the organisations collaborate and compete w/partners
Abbotsford Convent	Victorians & wider public including recreational & arts aficionados, private & nonprofit tenants	Product diversification in arts & culture, services marketing in leasing accommodation	Collaborate – tenants such as Electric Open Air Cinema Compete – commercial space lessors
Ashoil, Ashlinen	Mining companies, Department of Employment	Product diversification & distribution	Collaborate – drilling & blasting of ratio of biodiesel mixed with diesel Compete – other suppliers for diesel & disposal of waste oil
Hepburn Wind	Hepburn Shire residents & Victorian shareholders	Product diversification & distribution	Collaborate – Energy investment Compete – Energy resellers of natural gas & electricity
Human Ventures	Locals in communities where events are staged, Brisbane City Council	Services marketing for producing collateral & digital media w/hosting workshops Social procurement contracts for preferential buying of marketing services	Collaborate – arts, cultural & educational institutions to teach creative digital skills & host events Compete – event organisers or marketing communication service providers
Infoxchange	Corporate, government (especially health & community agencies as customers only) & nonprofit ICT customers	Market penetration w/sales of refurbished computers, services marketing w/digital proficiency, cloud computing services & software testing	Collaborate – pool ICT services w/needs of health & welfare agencies Compete – nonprofit service providers in the ICT space w/similar capabilities
Perth City Farm	Public & private customers for venue hire or leasing, produce sales, Centrelink	Product diversification w/retail markets, services marketing in venue hire for short- & long-term leasing arrangements	Collaborate – café to use locally grown produce to attract customers Compete – commercial space lessors
Resource Recovery, RRA	Second-hand goods purchasers, GLRC & other councils, JSAs	Product diversification for retail shop, market penetration in waste management & industrial ecology contracts to remove rubbish from business sites	Collaborate – consulting via site visits to exchange information & recommend waste management service improvements Compete – fellow waste managers in CRN
Work Ventures	Second-hand retail buyers & corporate IT repair, & software customers, Australian Skills Quality Authority	Market penetration w/sales of refurbished computers & services marketing of technical services provided	Collaborate – GreenPC programs Compete – electronic stores & computer resellers & collectors

The foregoing evaluation answers the first research question, explaining how the social enterprises individually put in place strategies for realising their sustainable missions. Next is an explanation of how the cases contribute to theory.

6.2 Theoretical and practical contributions– RQ1

Overall the evidence in the collection of data supports that co-creation of social value theory is embedded in distinct marketing and social marketing strategies executed by the organisational operations. By applying coopetition in marketing strategies, benefits included: lowering costs from combining resources (using biodiesel rather than diesel by Ashoil) increasing competence (training staff in IT by WorkVentures) and developing products from pooling market information (ITC software for health and social service agencies by Infoxchange) with stakeholders. This holistic approach of assets alliance generates business and builds capacity for community-based social marketing for social change. The process draws skills, talents and resources of community members instead of focusing on individual needs or deficits. Assets to be exchanged (Foot & Hopkins, 2010) may comprise the larger environment, infrastructure, services or organisations (Lindsey et al., 2001) to complement social, cultural and individual assets to participate in an exchange for mutual benefit (Bagozzi, 1975). Coopetition thus yields advantages, driving innovation via competition while gathering newer resources via cooperation (Osarenkhoe, 2010). Nevertheless, the risks from engaging in coopetition must be managed; therefore, the social enterprises had to navigate challenges by adapting to working in partnerships. It is important to realise that expenditures in time and money does not always bring an expected return (Walley, 2007) as shown by reduced energy prices affecting revenue for Hepburn Wind. Conflicts of associating with other businesses could lead to different problems from becoming reliant on partners. A powerful organisation could exploit a weaker one for its self-interest to the extent of forcing a hostile takeover, merger or by replacing the weaker player with another competitor altogether (Osarenkhoe, 2010).

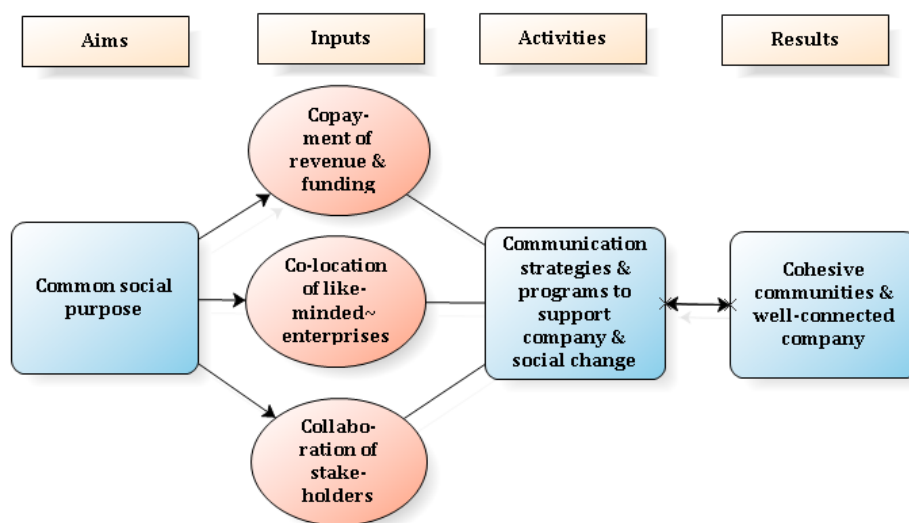
The concept of coopetition has gained increasing attention in scholarly writing. However, given this increasing demand for publication on this topic in top management journals, including *Industrial Marketing Management* and *Strategic Management Journal* (Bouncken et al., 2015), it remains under-researched within the entrepreneurial field (Bouncken et al., 2015) akin to the cases in this study. Additionally, empirical studies about small- to medium-sized instances of coopetition not only demonstrate it is still in its infancy (Kafi & Fatemi Ghomi, 2014), but nothing appears to be directed at social enterprises and little is written on cases in this region. Czakon (2014) cites the geographic distribution of the literature, showing Europe ranks highest, followed by North America, then Asia and Australia as the least reported area. Moreover, the literature to date fails to adequately address the reasons entrepreneurial organisations engage or disengage from coopetition, nor does it explain how management interacts in cooperative dealings (Soppe et al., 2014).

Although coopetition is repeatedly mentioned in academic publications for its value-creating nature (Brandenburger & Nalebuff, 1996), few papers directly deal with its results in reality (Czakon & Mucha-Kuś, 2014). It is a diffused practice that warrants attention for its potential as a value-creating system (Osarenkhoe, 2010), and how to make it an effective strategic marketing practice by working collectively for benefit (Svensson, 2004), especially since coopetition strategy is still being comprehended and investigated for its merit in strategic management that includes marketing activities. Small- to medium-sized enterprises possess limited resources and presence in the market (Morris, Koçak, & Özer, 2007) so it is logical that they would be likely to participate in cooperative partnerships for actualising benefits (Thomason, Simendinger, & Kiernan, 2013). Evidence from this paper answered these calls, showing how it occurs in the third sector along the value chain from co-discovery through to co-design to co-delivery.

The following model in Figure 6.2 depicts insights from the cases studied of how multi-stakeholders bring co-creation of social value by engaging in coopetition to reach desired organisational outcomes. When social enterprises possess a common social purpose, they:

- Bring an idea to fruition via sharing resources, including income, funding and subsidies along with collaborating with partners
- Share a geographic setting with other socially oriented companies to manage marketing and social marketing programs/campaigns utilising proper communication channels.
- Expend efforts to result in contracts and consulting opportunities for developing a well-connected company and a more cohesive community

Figure 6.2 Multi-stakeholder partnership model depicting co-creation of social value from coopetition engaged in by social enterprises



By pooling resources, the organisations were capable of achieving greater benefits than what is capable by acting alone. This synergy is supported by respondents' assertions that whenever it was feasible to collaborate for mutual advantage, it caused 'collective impact' over acting competitively. Some organisations were willing to go further than others, sharing their knowledge. They did not want to submit to unnecessary risks. Moreover, the social enterprises did not want to strain their own resources to a breaking point because resources were limited

in these businesses. For this reason, they operated conservatively within their capabilities, scaling their operations to meet immediate needs while continuing to innovate.

Over their life cycle, the organisations experimented with various innovative schemes to become more adept at understanding which strategies were most profitable and they adopted cross-subsidisation schemes to offset the costs for non-lucrative social programs or campaigns. Documentation revealed that WorkVentures tried several types of activities until it found its niche by exclusively focusing on IT. Also, Perth City Farm disbanded its oyster mushroom project, hired new managers and brought in a like-minded nonprofit with corporate allies to generate more income for its core businesses of supplying produce, running vocational training programs and concentrating on venue hire. These examples demonstrate that social enterprises are driven by the need for marketing to grow and to sustain their businesses.

Evidence showed marketing always played a role in the social enterprises, but it was subsumed under a broader scope of managerial duties rather than being a designated full-time role. For this reason, marketing developed in an ad hoc fashion rather than coming from well-planned strategic decision-making—what respondents termed as being ‘organically’ derived while their businesses evolved. Nevertheless, the eight organisations scrutinised for this study were able to maintain their life cycle long enough to withstand challenges. Consequently they developed resilience to adapt to changes with technology, management, pricing fluctuations, funding cutbacks or political issues. Staying in touch with one’s stakeholders via two-way communication helped the organisations and satisfied their customer bases for developing a strong, united cohort.

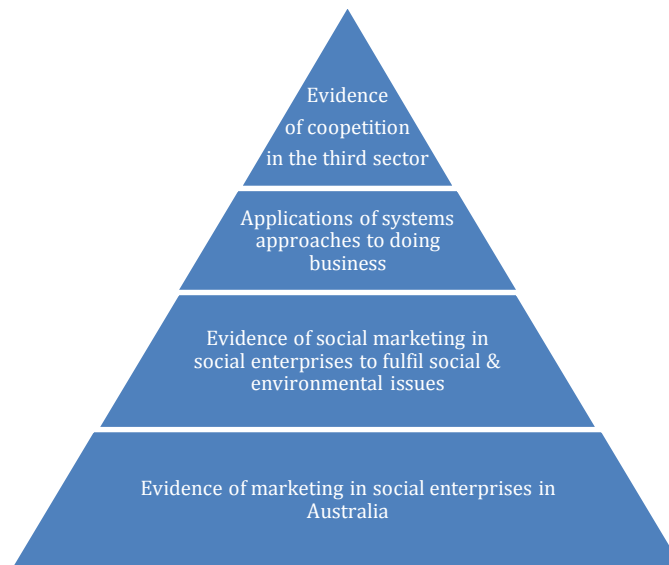
The social enterprises built an organisational culture, embedding commitment of staff, volunteers and target markets to become ambassadors for the business. Through the social marketing programs, community members became willing to share their stories about improving their lives using low-cost marketing tools to disseminate these messages—broadcast mainly on social media, video channels and websites for the organisations. Thus, community

engagement helped to fulfil their missions and harnessed flow-on effects as the *raison d'être* for turning a profit was to fulfil a vision for behavioural change. However, the approaches that the enterprises adopted were tailored to the individual contexts to generate specific outcomes.

Respondents claimed employing creative approaches such as the kinaesthetic method to mentor trainees by WorkVentures, and going the extra mile to help trainees who were in trouble with the law by Resource Recovery were mutually effective and powerful, demonstrated by transformations in students and virtues extolled by their family and colleagues. Abiding by policies of egalitarianism to respect fellow workers and citizens provided opportunities for participation despite their economic or social status. Because the organisations were inclusive of culturally and linguistically diverse groups in society, it translated into another effective, powerful mechanism for social change.

This study therefore contributes to academic research and provides practical understanding in four respects seen in Figure 6.3. First, at the base of the pyramid, the study provides evidence of how marketing functions within Australian social enterprises to support operations. Second, the findings show tailored social marketing interventions are carried out to improve community-based social, environmental and economic issues consistent with existing literature (Stubbs & Higgins, 2014). Third, the strategies are applied in a systematic fashion for advantage. Fourth, the research gives evidence of coopetition harnessing synergistic outcomes from co-creating social value in the third sector. Implications of the research are the organisations' ability to distribute knowledge and build capabilities to perpetuate mission fulfilment.

Figure 6.3 Contributions of this research project related to RQ1



RQ2: How did the social enterprises account to stakeholders for their social, economic and environmental impacts?

As elucidated by the findings, there was a spectrum of reporting by the organisations, ranging from minimal to comprehensive disclosure of their sustainability. It was also shown how more comprehensive or integrated instances of reporting offered the potential for maximum value for the company and the community it serves. This is a central practical contribution borne from the study.

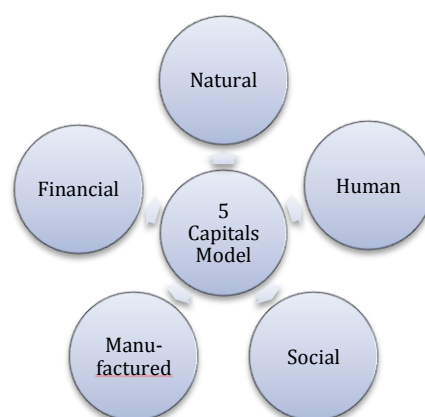
6.3 Theoretical and practical contributions – RQ2

A diversity of benchmarks and frameworks exist for sustainable reporting, separate from standard financial reporting. There are early adaptations of integrated reporting by companies providing financial and non-financial information for public disclosure (Stubbs & Higgins, 2014). This is emerging due to the recognition that the nature of economies in developed nations impinges on social and environmental factors; hence, it is necessary for businesses to give a fuller picture of their accounting. IR is a means to broaden concepts of value that factor in additional assets from the five capitals framework—human, social, natural, manufactured and economic stocks. IR is a different form of reporting because it places responsibility on

companies to gather information from stakeholders (Soyka, 2013), a two-way input of data for building consensus. Creating an integrated report implies management negotiates with its stakeholders to convey an integrated story of the organisation (Frostenson, Helin, & Sandström, 2012), and how it acts for greater social and environmental change. Once a company begins to participate in IR, it is expected to regularly divulge information pertaining to strategies, operations and impacts covering an array of social, economic and environmental issues (International Integrated Reporting Council, 2013; Soyka, 2013). However, IR still lacks uniformity and consistency, suffering from minimal global regulation to support it and there are no guidelines for its administration. This translates into differences and gaps in accountability across businesses that elect to follow IR and is reflected in the cases examined.

Evidence showed none of the social enterprises used available social auditing benchmarks and frameworks such as SROI, Harvard policy model, McKinsey 7-S framework, and balanced scorecard. Yet, they blended these social auditing tools into customised integrated reporting models, falling along a continuum from minimal to extreme openness and transparency in accountability. Generally, the content incorporates elements from the five capitals model set forth in Figure 6.4 below.

Figure 6.4 Five capitals model, adapted from (Parkin et al., 2004)



Utilising IR affords an opportunity for a business to not only report on the source of its expended funds and revenue, but also to account for its manufactured capital (plant, property,

equipment and public infrastructure), its relationships with its stakeholders (buyers, suppliers, staff, regulators and customers), and its impacts both positive and negative for its allocation of natural resources and for making social improvements. Further, reporting of all capitals holds far-reaching promise for enhanced relationships among businesses and societies (Soyka, 2013) because it presents longer-term opportunities for making more appropriate investments in environmental and social governance. Motives for complying with IR presumably vary; however, IR can help a business to create competitive advantage and differentiate itself from other organisations in the marketplace (Lodhia, 2014).

How social enterprises enact systematic forms of accountability

A review of systematic indicators of transparency by the social enterprises on their social, environmental and economic impacts is given in Table 6.4. As shown in the findings chapter, some of the organisations leaned more heavily on reporting this data in a more comprehensive or integrated fashion. It is also important to note that stakeholder input was solicited to a greater or lesser degree in the preparation of an IR. Additionally, the organisations issued fewer or greater details in their reports. For government, the content was primarily limited to what is mandated for the purpose of submitting an acquittal for a grant obtained or to show compliance with a regulation for a governmental service provider. For competitors, the content was more limited for proprietary reasons of protection. Conversely, for customers, there was usually more openness and transparency with content provided to gain their trust to increase business.

Table 6.4 Review of systematic indicators of transparency by the social enterprises on their triple-bottom line

Organisations	Types of externally reported information
Abbotsford Convent	Economic, social & environmental impacts of what is being delivered annually to the community & future value of the site from restoration
Ashoil, Ashlinen	Amount of kilometres saved from transporting UCO, reducing road fatalities by producing & selling biodiesel & nos. of locals trained & employed through the RJCP
Hepburn Wind	Amount of kWh of wind power harnessed & IP such as feasibility studies & compliance reports & project updates through Embark to help aspiring communities realise their renewable energy goals
Human Ventures	Number of events produced w/nos. of program participants, workshops & performances, community partners engaged & employment secured
Infoxchange	For large governmental projects, a baseline measure of ICT objectives to be achieved were monitored for progress at subsequent stages
Perth City Farm	Number of visitors & people trained that move into community jobs
Resource Recovery, RRA	Economic activity, industry partnerships & community employment reported to councils, Aboriginal Land Councils & other social enterprises along w/the percentage of items recovered from landfill
WorkVentures	For the RTO and their own records, they documented the number of alumni who moved into full-time employment.

Precedents set by some of the organisations in the form of more comprehensive IR was seen in Abbotsford Convent's 'Let's Finish the Job' booklet, commemorating their ten-year anniversary (Abbotsford Convent, 2014b) and assessments of Infoxchange's 'Wired@Collingwood' public housing project (Harkness, 2010). These reports provided insight from the third sector on what was possible to capture through IR to corroborate evidence of triple-bottom line impacts. Examples are shown in reported comparisons of current versus future returns on investment (ROI) from restoring Abbotsford Convent are portrayed in Table 6.5. The projections were conservative estimates generated by Essential Economics, based on raising the existing amount of restoration (from the current level at 60 percent of the Convent being operational) by 40 percent to meet the expected return of running at full capacity post-restoration (Essential Economics Pty Ltd, 2011, 2014).

Table 6.5 ROI from restoration of Abbotsford Convent, adapted from (Abbotsford Convent, 2014b, pp. 19, 20, 55, 68, 69, 80, 81)

Categories	Social	Environmental	Economic
General	A \$50,000 expenditure will expand Wifi across the site to link to daily information on activities; at present ACF has 2,252 Twitter, 6,811 Facebook and 2,015 Instagram followers	\$2.1 M is estimated to make the site & grounds more safe & accessible, to install signage & implement sustainability initiatives (install grey water systems, water tanks, solar panels, blinds, insulation & perform HVAC retrofitting (see breakdown of costs in Table 6.6)	\$12.3 M invested over the past decade is generating a higher return in the wider economy, but \$6.7 M is required to finish the project
Leases	113 tenants contracted to work independently & collaborate on projects; this will become 240 in total	Continue to make progress w/tenants to advance new policies for low energy usage (growing kitchen gardens & using ventilation systems)	\$2.8 M will be spent on-site by visitors over the current \$7 M
Programs	Community & cultural programming is 60%, this will become more viable as space allocation increases	Involve members & the public to participate in events hosted by the Convent such as the Yarra Sustainability Festival	Operating revenue will grow to \$4.2 M from the current \$2.4 M
Miscellaneous	Visitors should increase to 1.2 M+ per annum from the current 935,696 & employ approximately 185+ full-time equivalent workers above the current 465 level	Encourage more people to ride bikes or take public transport to the Convent as crowds escalate due to the popularity & awareness of the site spreading	Tenant revenue will yield an estimated \$13 M more per annum than the current \$34 M

Abbotsford Convent also reported on estimated outlays for ESD retrofitting of its heritage buildings. Costs and descriptions by surveyors and architects to bolster resilience on site are given in Table 6.6.

Table 6.6 Designated plans for long-term resilience at Abbotsford Convent (Abbotsford Convent, 2014b, p. 69)

Areas for sustainable retrofitting	Type of work	Costs
Overall infrastructure	Install solar panels	\$180,000
	Broaden Wifi coverage	\$50,000
Sacred Heart building	Landscape w/water feature to reduce heat	\$150,000
	Cover windows	\$160,000
	Install grey water toilet system	\$300,000
	Install chilled beams, evaporative & chimney coolers	\$200,000
Main Convent building	Cover east- and west-facing windows w/blinds	\$80,000
Grounds	Landscape in line w/the masterplan	\$1,000,000
	Install water tanks around St. Euphrasia & Providence buildings & in French Meadows	\$175,000

Table 6.7 outlines ways Infoxchange reported that it systematically devised measuring the triple bottom line benefits of digital inclusion (Walton et al., 2013) from heightened levels of telework. These examples from Abbotsford Convent and Infoxchange represented contributions since few case studies of IR are shown in Australia other than a handful of cases by ICAA (Institute of Chartered Accountants in Australia, 2011) and reports from some leading companies on the Australian Stock Exchange mostly in the banking and extractive sectors (e.g., NAB, Bank Australia, BHP Billiton and Woodside Petroleum Ltd.). In fact, despite the preponderance of methodologies along with tools for measuring performance and impacts, Ebrahim and Rangan (2010) claim there is a dearth of systematic analysis worldwide. Through issuing holistic reports of their organisations' performance, Abbotsford Convent and Infoxchange sent a signal to other businesses that voluntary practices of systematic reporting are feasible and worthwhile. They conveyed a more meaningful assessment of an organisation than standalone financial metrics issued separate from sustainability reports. Therefore, the cases presented in this study may inform future IR practices with practical knowledge enabling other organisations to transition to IR.

Table 6.7 Measuring benefits of digital inclusion, adapted from (Walton et al., 2013)

Target audiences	Social benefits	Environmental benefits	Economic benefits
Individuals	Time-saving through improved access to information with options to learn online, enhanced health & wellbeing through support for tele-health services & support & reduced isolation, ability to extend social networks with family or friends at home & abroad, creating opportunities for work or civic involvement while reducing instances of crime or abuse	Reduced transport emissions for engaging in work, recreation & education	Greater employment prospects including telework or availing opportunities to move into higher income positions, greater income and savings earned from reduced travel or improved healthcare
Businesses	Capacity to network farther afield w/colleagues via Skype & providing or participating in webinars, heightening customer service & support	Efficiencies achieved through use of cloud technology resulting in higher quality work & quicker turnarounds	Potential for increased revenue due to higher productivity & access to consumer markets on digital platforms for online transactions
Nonprofits	Connecting with virtual volunteers & mobilising more supporters by spreading awareness for social causes globally	Opening up new channels for broader reach rather than relying on street or door-to-door canvassing	Tapping into new fundraising streams via mobile or third-party platforms for effective service delivery
Government	Liaising w/governmental agencies or officials & foster public inclusion to meet democratic ideals, gaining respect from citizens due to faster response rates w/email	Cutting back on travel by offering telework to employees & teleconferencing to affiliate with political representatives or constituents	Lessening transaction costs and payment of social benefits due to reduced dependence on social welfare & higher tax revenue

Another practical contribution of the study is the ability to transfer models of community development from how the organisations deliver social services. The social enterprises reinforced the idea that appropriate interventions can harness unity, renewal and growth to build tangible and intangible community assets under the right conditions. They enhanced community capacity through developing multiple partnerships, drawing on the expertise of

relevant service providers and engaging in mutual participation with schools, government and local organisations.

As stated by the Whole of Government submission by the Department of Planning and Community Development to the Parliament of Victoria (Parliament of Victoria, 2008, pp. 11-12) on the important role SMEs play through having a sustainable mix of assets and networks to maximise the use of them, “Interventions aimed at building stronger communities appear to work best at the smaller level of a neighbourhood, suburb, or town...Successful community development strategies have been shown to correlate strongly with the creation of stronger social and civic institutions, improved well-being (lower imprisonment rates, higher levels of school completion) and increased social and economic opportunities.” Infoxchange and WorkVentures used best practices they developed through targeted programs to enhance digital inclusion and digital literacy and they continuously endeavoured to disperse these practices and report on the benefits to empower Australians.

It's going beyond - also lots of programs and projects are designed to consider community ownership and community engagement in partnership so that they're done in a way which is more impactful and successful. You're not imposing, it doesn't work; you're partnering and designing something in consultation with the partners or participants...(Human Ventures, Respondent 2).

Social enterprises have an entrepreneurial tendency for passing on opportunities so other organisations can identify how they might be able to serve their own communities in need. Many organisations in this study were willing to share their intellectual property with fellow enterprises wanting to emulate their achievements. Considering the risks though of partnering, it is advantageous to determine what capabilities are likely to translate into interorganisational success (Bouncken et al., 2015) without exposing an organisation to any outside interference.

6.3.1 Pioneering business operations lead to recognition and growth of best practice

Two enterprises validated the worth of their business models through offering additional services in response to demands to replicate their practices elsewhere. Resource Recovery through its consulting firm, RRA, won the contract to operate tip sites at Gladstone and employed many new employees from disadvantaged backgrounds there. Opportunities loom elsewhere for them to replicate their successful model for waste management with associated social benefits as stated in the primary and secondary evidence collected.

Hepburn Wind through executives and managers helped to set up the peak advocacy body, Embark (a renewable energy wiki) using creative commons to share their intellectual property. Staff members also began to give tours of their facility to convey first-hand knowledge so interested communities can obtain information to replicate their renewable energy model.

The important spinoff is of course that a structure has been developed that can be copied and that was one of the important facets of the project, which was also recognised by our funding partner Sustainability Victoria, the state body that was assisting with funding. From nearly day one our neighbour communities were looking at us with great interest and we began to speak at similar meetings just to share with them what we were doing and then for their seed group to then take it from there (Hepburn Wind, Respondent 1).

Alternatively, respondents of Human Ventures said they devolved ownership of its Shockwave festival to the local council and community to pursue a new venture. It was neither an easy nor a smooth road to reach organisational missions. Leaders in these social enterprises encountered challenges, especially to determine how to grow their business model. Despite the complicated process, several organisations articulated bigger visions for the future. Resource Recovery hoped to plant, at least, one community recycling enterprise in each state and territory so it planned for this realisation, beginning in Queensland.

It [the business] had just grown organically of 20 years; then we had to sit down and work out what are the actual success factors (RRA, Respondent 1).

First, Resource Recovery needed to source funding from Westpac Foundation to document their system. Second, they had to identify which aspects could be transferred to another region, considering applicable waste management regulations elsewhere. Third, a pricing scheme for delivering the business model had to be determined prior to rolling out its new operation.

Other organisations chose instead to maintain business at their current level, a challenge considering the harsh business climate. In light of tighter government funding, according to a WorkVentures representative, the organisation probably needed to source more private partnerships due to their loss of a job service agency contract that severely impacted their business. For Ashoil and Hepburn Wind, the economic conditions and regulatory environment were hindrances to their social enterprise activity according to interviewees. Therefore these social enterprises compensated by offering alternative products or services to diversity their product mix, underscoring the need for the organisations to watch trends, fill market niches and contain costs to stay commercially viable.

There are several observations about the collective evidence from the practices of these social enterprises that deserve mention. Firstly, it is apparent that the organisations do not operate at a static state. Like all businesses, they are subject to ebbs and flows, requiring constant adaptation as they continue to seek opportunities in their businesses and communities.

However, shrinking markets call for balancing measures of ingenuity and experimentation with innovation to stay afloat. Two of the social enterprises in this study operate in the technology industry, however one primarily deals with hardware, whereas the other one mostly trades in software-related services. Since bigger computers are becoming obsolete WorkVentures, the hardware organisation, faces fewer business prospects ahead. For this reason, it capitalised on its expertise to perform 'reverse engineering and legacy repairs' for companies that still depend upon large technology infrastructure as mentioned by a respondent. However, management was cognisant of the need to expand its services, focusing on new platforms such as mobile phone refurbishment and software testing in conjunction with providing technical support to

ensure future survival. Foresight therefore is an imperative element of survival. Secondly, the organisations needed to keep leveraging off their partnerships with fellow enterprises, volunteers and governmental bodies to secure future business. During the interviews, Human Ventures admitted that all of their recent projects were obtained through referrals from their network of contacts.

6.4 Proposed model

Abbotsford Convent exemplified the payoffs that can eventuate from uniting coopetition with IR to be accountable to multiple stakeholders. People view the Convent as a public asset that exists to serve the community. However, it cannot survive without their support, and by keeping them informed and satisfied, this is how the Convent maintains its financial sustenance to attain its social and environmental objectives.

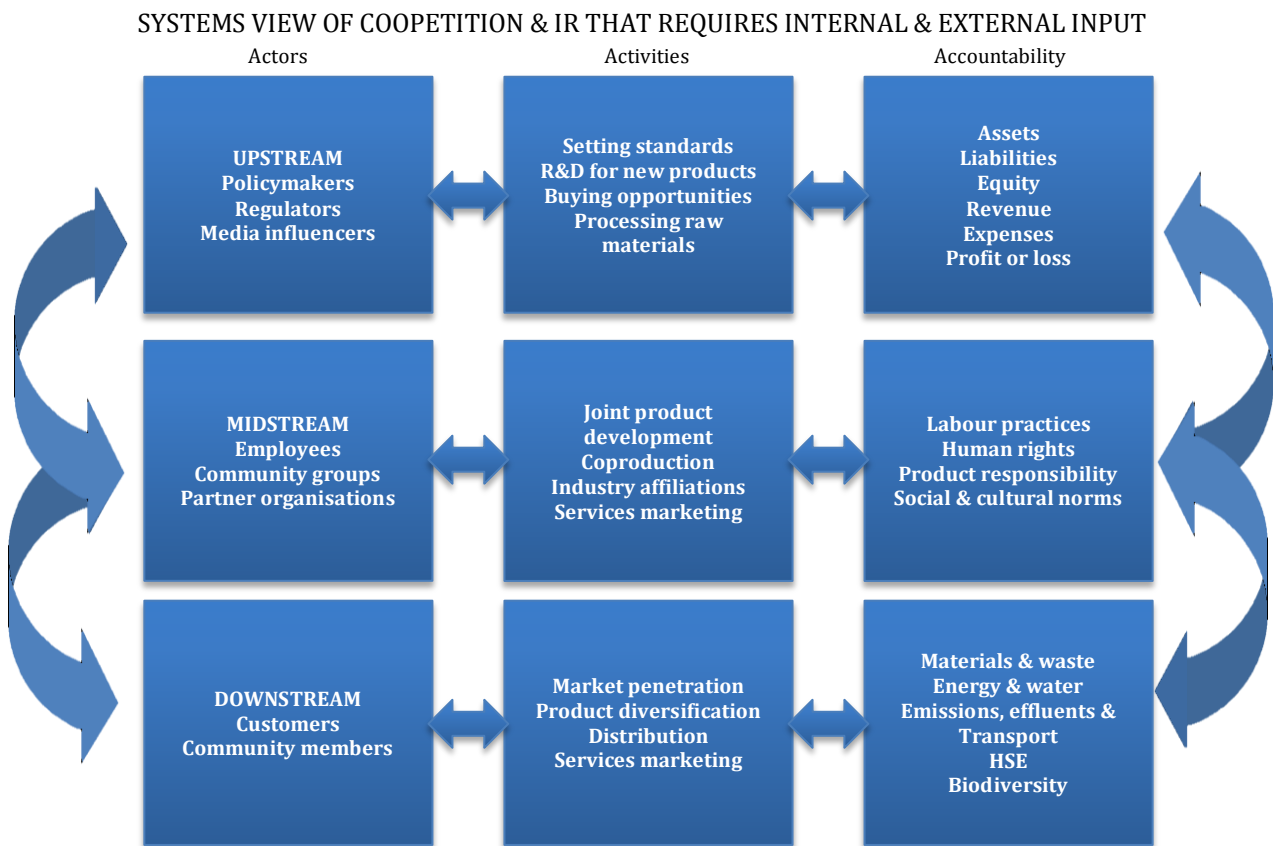
There's been a lot of conversation about what do we provide here, and usually it comes back to collaboration... So you do see a real cradle-to-grave on site and then also, you could say there is a lot of different socioeconomic backgrounds and things. It's about providing a public space with amenity...we think about creating collision points...and that's very much part of the future landscaping projects and the planning is all about more open doors...(Abbotsford Convent, Respondent 2).

Additionally, when a social enterprise emanates positive social outcomes, it can manifest into greater outcomes as shown by WorkVentures teaching IT to at-risk youth. In turn, they were eager to teach computer skills to their friends and family members.

And they all say it, "Geez you know, I want to be successful so I can give somebody else a hand up like WorkVentures did for me..." It's a natural growth out of gratitude. It just happens (WorkVentures, Respondent 1).

A proposed model is displayed next to show the potential of marrying coopetition with integrated reporting in social enterprises to maximise outcomes.

Figure 6.5 Proposed model of synergy between engaging in coopetition and conducting integrated reporting



6.5 Summary

This study touches on several emerging areas of scholarly research pertaining to strategic marketing, social marketing and accountability. Regarding the first research question, the empirical evidence showed the cases develop inter- and intra-organisational relationships, effectuating collaboration and competition to realise their commercial and social aspirations. This interpretation particularly makes a theoretical contribution by extending knowledge and understanding of coopetition within the third sector. Regarding the second research question, the social enterprises implemented a range of accountability methods for demonstrating their impacts, but those organisations utilising IR advanced this emerging area; thus making a practical contribution by role modelling the merits of delivering one cohesive report to co-create social change with stakeholders. The analysis highlights how innovative business operations can translate into models of best practice that are already being replicated.

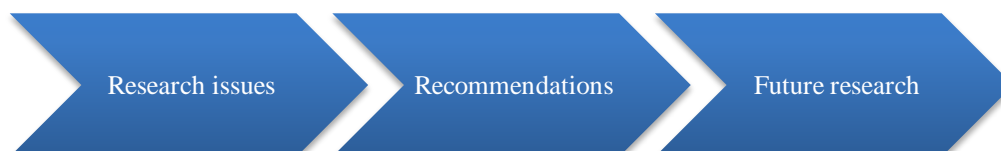
Significantly, combining cooperative partnerships with integrated reporting can maximise business viability and long-term environmental and social change.

CHAPTER 7: CONCLUSION

7.1 Introduction

This research project investigated aspects of how organisations are capable of achieving profit and serving social and environmental purposes. All of the organisations emerged from community-based needs that were not being met. They underwent transitions in their life cycles to keep their operations financially healthy and to contribute to robust communities by implementing novel marketing strategies to produce revenue as well as by enacting social marketing strategies to improve people's lives. Programs caused community members to make a fresh start by becoming fully-fledged members of society evidenced by: improving communal health with Hepburn Wind's renewable energy, forging social connections with Infoxchange's digital platforms, and nurturing wellbeing with Resource Recovery's acceptance of offenders into skilled work programs. Organisational leaders thus inspired and provoked change that translated into two-way benefits both for the companies and their corresponding communities. Further, the implementation of marketing and social marketing activities resulted in personal, professional and civic pride from co-creating social value. Through reporting on social, economic and environmental impacts, the organisations communicated these outcomes with their audiences to maximise their commercial and social effectiveness. This chapter reviews the research journey from its beginning to making recommendations for future research. The map underneath in Figure 7.1 illustrates the path for this conclusion.

Figure 7.1 Research journey from 2014 onwards



7.1.1 Discussion of research issues

This investigation sought to resolve two research issues, beginning with uncovering the marketing and social marketing approaches adopted by social enterprises to accomplish distinct economic, social and environmental missions. Then it examined how the sample organisations disseminated results on their impacts to be accountable to their constituents. What it found is that all three aspects—marketing, social marketing and accountability—are wholly intertwined and by working together they can lead to optimal value. This cyclic process occurs by catering products and social services to particular audiences and then factoring them in to the outcomes while allowing for adjustments.

According to Wymer (2011), in carrying out formative research, social marketers should grasp an understanding of a target audience's current and future costs and the benefits of changing their behaviour. Ideally, the benefits will outweigh the risks of adopting a proposed behaviour. Further, widening the scope of programs to implement customised, integrated approaches in multiple directions can deliver more effective results that are too complex for individuals to solve by themselves (Stokols, 1996) although these approaches may not always reach certain targets coming from marginalised places (McLeroy, Bibeau, Steckler, & Glanz, 1988). Instead more holistic approaches for building community capacity to increase business for generating social change are necessary.

In this study, the enterprises co-created social value with stakeholders along their entire value chain. Businesses no longer generally acted as competitors, but allies. This affiliation created commercial and social rewards; however it should neither be misconstrued that the gains happened automatically from joining up with partners nor does it imply that any of the organisations found instant success. On the contrary, the businesses were subject to peaks and troughs over the course of their life cycles, but planning for contingencies and communicating with constituents helped to thwart any potential crisis. Moreover, collaborative exchanges with communities helped to build assets to foster community development. This interpretation

reinforced earlier findings showing that communities have the means and ability to harness creative, alternative pathways for achieving positive outcomes (Middlestadt, Schechter, Peyton, & Tjugum, 1997; Stead, Arnott, & Dempsey, 2013), interventions that are owned and stem from community members are likely to be culturally appropriate (Brookes et al., 2010; Stead et al., 2013), and facilitate greater participation (Monaghan et al., 2008) than ones externally imposed (Stead et al., 2013).

7.1.2 Suggestions for strategic marketing, social marketing and accountability planning

This research project demonstrates the merit of granting marketing a formal role, if not already given a rightful place within a social enterprise, with compelling cases presented to support its value as a core function in business. The sooner that an enterprise scans the players within its particular industry and learns about its target markets, the better equipped it will be able to discharge viable strategies towards success. At the very least, this entails gathering knowledge through a baseline research study as seen with Resource Recovery. Other examples would be to conduct a SWOT analysis to potentially head off downward business cycles or safeguard against abrupt interims when projects finish, to steer a social enterprise to make deeper affiliations within its industry and the wider marketplace, and to measure one's business against competitors. Benchmarking does not have to involve a major effort. Rather, an organisation can administer periodic surveys about its products or programs on an ongoing basis as shown by Abbotsford Convent to gather a consistent set of information such as to keep abreast of changes in the marketplace and to keep track of its own progress.

Additionally, all social enterprises need to search for opportunities to grow their businesses or source funding with a dedicated marketing member. Many community and arts organisations cannot survive strictly as nonprofits as cited by one Human Ventures respondent, underscoring the importance of running a profitable side to a business and sourcing surplus funding for particular social programs whenever it is deemed necessary. Having a steady source of income can simultaneously be an attractive feature to donors. The Queensland government favoured

this approach when selecting a marketing communications company from tenders for social procurement according to Human Ventures as did the Westpac Foundation when it funded industrial ecology projects for Resource Recovery.

A secondary reason to maintain marketing staff is to increase business exposure. When Infoxchange entered the Google Impact Challenge that was open to nonprofit organisations, it did not dream of winning against a string of formidable challengers. However, it promoted its online social service via social media, completed several rounds of pitching its homelessness service for a mobile platform and managed to secure \$500,000 while acquiring many new supporters.

Certainly award entries are a demanding task that may be outside of the scope of normal duties, but the extra effort it requires does not have to be onerous if management regularly build and update a portfolio of organisational achievements; the notice received from award entries can be an effective vehicle to garner business. Alternative approaches for future strategic planning also include a re-branding exercise to raise the awareness of an organisation as mentioned by several respondents or utilising newer promotional platforms such as running a crowdfunding campaign for an innovative project or special event. This was how Hepburn Wind funded its 'Pozible' campaign to paint its second turbine while drawing more attention to wind power. Third party platforms for social causes such as StartSomeGood (2015) are willing to offer their expertise to prepare a campaign that is likely to reach its goal.

This study also suggests that when a company becomes a model of best practice, it is possible to capitalise on this position to extend itself in the marketplace by splintering into a new division as shown by Resource Recovery and AAC. Resource Recovery managers were members of peak industry associations and actively participated in industry events, offering consulting services to extend its business model. AAC, on the other hand, used its clout to form altogether new types of enterprises, thereby filling voids in the marketplace while concurrently serving members of its communities.

In designing social marketing programs, the study verifies by putting in place systems to collect stakeholders' views for achieving solutions makes interventions more likely to be accepted in the communities. Engaging in dialogue or including peer review as shown by Human Ventures indicated that the organisations respected fellow citizens so it helped to build consensus to foster social change.

Finally, organisations and stakeholders operate in interdependent systems so any programs undertaken should be closely monitored to gauge their effectiveness with different levels of stakeholders. Table 7.1 highlights ideas mentioned from the cases and additional strategic planning recommendations that may be expanded by the organisations to fulfil their missions. Next to each listed dimension are principles of responsible management that may be adopted by the social enterprises as part of their effort to steer management systems (Kuei & Lu, 2013) by instituting ethical codes of conduct. These principles and applications can be more fully incorporated to add value and enhance sustainable performance.

Table 7.1 Future strategic planning recommendations

Dimensions	Related guiding business principles	Pragmatic applications
Economic –	<p>Integrity – “Business integrity or ethical values can serve as guiding principles to enlighten, inspire, move & motivate people” (Hsu, 2007, pp. 414-415)...According to a report study by Institute of Business Ethics (Webley & More, 2003) from 1997–2001, those firms w/an explicit commitment to conducting business ethically returned 18% higher profit than those lacking this commitment... “There are at least three benefits for firms emphasizing business integrity: (1) developing a loyal relationship w/all stakeholders; (2) cultivating valuable social capital; & (3) attracting integral stakeholders” (Hsu, 2007, pp. 414-415).</p> <p>Legitimacy – “A generalised perception or assumption that</p>	<p>Participate in fundraising opportunities to raise business profile & income, e.g., Google Impact Challenge, social procurement contracts</p> <p>Run a crowdfunding campaign to draw supporters for social campaigns or innovative product development, e.g., Pozible, StartSomeGood, MyCause, OzCrowd, Chuffed, iPledge or Enablr</p> <p>Bring a partner on board w/connections for joint projects, e.g., offer tenancy for income or sponsorship if space is available</p> <p>Recruit a fundraising officer to communicate w/existing accounts & pitch new ones, e.g., appoint a board member w/marketing expertise to</p>

	<p>the actions of an entity are desirable, proper or appropriate within some socially constructed system of norms, values, beliefs & definitions...Legitimacy varies across firms & is bestowed discriminately through a process of social endorsement” (Suchman, 1995, p. 574). “The capacity to meet specific legitimacy needs inherent in strategic alliances yields a variety of technical benefits (e.g., increased access to markets, the ability to attract resources or high quality alliance partners)” (Dacin, Oliver, & Roy, 2007, p. 171).</p> <p>Interaction to extend knowledge & jointly explore effective approaches – “Partnership...interact w/managers of business corporations to extend our knowledge of their challenges in meeting social & environmental responsibilities & to explore jointly effective approaches to meeting these challenges” (United Nations, 2007, p. 7).</p>	<p>facilitate business development</p> <p>Schedule monthly paid events, inviting neighbours & industry representatives, e.g., slow food and storytelling, featuring sales of local produce if applicable</p> <p>Participate in industry forums, speaking on the benefits of social enterprise & explaining how the organisation oversees a social business, e.g., offer to lead webinars w/follow-up networking opportunities</p> <p>Capitalise on growing social investment schemes that may be applicable to one’s needs to start up another branch, e.g., contact Foresters Community Finance, Impact Investing Australia, SVA or the Australian Government re: SEDIF & other social impact funds</p>
Social –	<p>Equality & cooperation for mutual benefit – “Social value orientation for “enhancing both joint outcomes & equality in outcomes” (Van Lange, 1999, p. 348).</p> <p>Creation of shared value - Exploiting shared value opportunities: “by reconceiving products & markets, by redefining productivity in the value chain, by enabling local cluster development...This will lead to new approaches that generate greater innovation & growth for companies & also greater benefits for society” (Porter & Kramer, 2011, p. 7).</p>	<p>Run an annual day to promote social programs & network w/attendees, e.g., invite media coverage & advertise on social media platforms</p> <p>Set up educational programs by offering workshops on culinary arts, horticulture, landscape design & forums run by industry leaders.</p> <p>Ask ambassadors of the organisation to share benefits of the its business model, e.g., organise collaborative shows w/affiliates, join a sister city program & host business visitors for a cross-cultural exchange w/site tours</p> <p>Host cultural retreats, offering site-specific responses connected w/the organisation’s special significance</p>

Environmental –

Responsible product stewardship – “As society increasingly pays attention to the ecological impact of its products, secondary markets will play an important role in supply chains. Understanding the magnitude, structure & reach of these markets can help firms develop better product stewardship & lifecycle management” (Rogers, Rogers, & Lembke, 2010, p. 133).

Precautionary principle – “Businesses should support a precautionary approach to environmental challenges” (United Nations, 2005). If an action or policy is suspected of causing harm then the burden of proof lies w/the party responsible for taking such action.

Developing/diffusing shared renewable technologies – “In order to fulfil its humanitarian mandate and secure basic human needs across the world, a new economic system based on sharing essential resources, such as land, food, water & medicine, must be implemented. A system of sharing would be based on cooperation, not competition” (Mesbahi & Paine, 2007).

Coordinate a sustainability festival w/staff & colleagues participating

Plan a charity ‘challenge’ w/one’s community, seeking ideas for neighbourhood resilience

Hold an annual working bee

Initiate a ride-to-work day & organise weekly parkruns

Offset carbon emissions via car or airline business trips by buying carbon credits from a CO₂ offset program

Get involved in National Tree Day & adopt other ideas available via Planet Ark website for workplace action

Educational –

Networked collaborative-learning – “ICT is opening up new possibilities for teaching/learning processes, promising added value in terms of efficacy & quality enhancement...the use of ICT should only be considered when it can guarantee real added value...& open the way to learning activities that otherwise could not be enacted using traditional tools & approaches” (Guglielmo, 2010, pp. 1, 4).

Establish an IT system to extend learning by an organisation’s target publics that are suited & scaled to one’s needs

Keep customers informed on topics of mutual interest, e.g., blog & regularly communicate on Facebook, Twitter, LinkedIn

Develop educational hubs, constantly liaising w/governmental institutions & like-minded businesses for input, thereby becoming a community service provider, e.g., set up a Wiki or use online tools for peer-to-peer mentoring

Accountable –

Open & transparent reporting systems – “There must be a

Seek out independent auditors to assess the organisation’s

validation process to ensure that the new system is better than the one being transformed." Schaltegger and Wagner (2006, p. 5) say managers need to be accountable for: 'How can we communicate our sustainability performance with the relevant stakeholders?...expected deliverables include operational measures, business metrics/dashboard, business scorecard & the citizenship report...centring on...community, environment, marketplace, workforce & vision and values" (Kuei & Lu, 2013, p. 73).	comprehensive impacts; adopt robust evaluation measures to monitor tangible & intangible outcomes, e.g., using surveys & customer service submissions posted on an organisation's database
	Develop a system to collect feedback & report on organisational impacts, e.g., adopt integrated reporting & annually review to make necessary adjustments in response to complex, dynamic challenges, post YouTube videos of stakeholder engagement
	Enter applicable regional and industry awards to spread awareness of the organisation's mission, activities & performance impacts, e.g., Social Enterprise Awards or relevant general business or industry ones

7.2 Summary of contributions of the study

Previously there was little empirical evidence of social enterprises utilising co-creation of social value. This qualitative study firstly explored how social enterprises engage with target groups through strategic marketing and social marketing means to reach diverse economic, social and environmental missions. Secondly, it investigated how these organisations act responsibly and disseminate information about their impacts by employing a multiple case study method. Data sourced from the social enterprises made inroads on both theoretical and practical fronts, a task that would have been impossible from quantitative research based on the need to gather detailed explanations and stories behind the organisations' application of strategies to accomplish their missions. The reflections captured passion exuding from managers to employees and community members who effect and are affected by the work of these social enterprises, a quality that helps to breed success even when lacking resources. Thus, from a methodological standpoint, this qualitative study was suitable for collecting rich insights to produce surprising and unsurprising contributions.

Findings in these cases demonstrated that social enterprises collaboratively engage with a synthesis of stakeholders in upstream, downstream and midstream directions to address complex social issues for effective, mutually beneficial outcomes. Nevertheless their social propositions (products/services), costs (prices), distribution (place) and communication channels (promotion) needed to additionally be competitive in horizontal and vertical markets to maintain viable income streams. Both elements were crucial for community capacity building that brought enhanced livelihoods, social services and resilience.

The main contribution made relating to the first research question therefore is how the findings extend the theory of coopetition to the third sector utilising a systematic approach, the social ecological framework. Practitioners recently shifted their perspectives on the operation of social marketing to implement a broader framework underpinned by the recognition that consumer choices are influenced by dynamic and interwoven systems functioning at macro-, meso-, exo- and micro-levels. Integrated initiatives derived by members across community, industry and government seem to offer the best chance to co-create social value. Involving many actors in constructing synergistic approaches to behaviour change moreover suggests the potential for longer-term outcomes. Studies on coopetition are rapidly gaining scholarly attention for their relevance to management, but the topic is more conceptual than theoretical, particularly concerning entrepreneurship (Bouncken et al., 2015). Since there is limited theoretical and empirical evidence from social enterprises of constructive, sustainable actions along with strategies that they utilise for competitive advantage, this research contributes to academic literature. The research builds on these empirical studies of coopetition within SMEs: in general (Akdoğan & Cingöz, 2012; Czakon, 2009), on knowledge sharing (Levy, Loebbecke, & Powell, 2003), innovation (Robert, Marques, & Le Roy, 2009), conflict (Tidström, 2009), and within specific industries such as financial (Brolos, 2009), and IT (Gueguen, 2009). It thereby bridges the benefits of coopetition from for-profits to hybrids, social enterprises in the third sector.

Coopetition's dialectic nature involving competition and collaboration implies the need to learn how to successfully balance tensions in these opposing forces. Also, gaining a more comprehensive understanding of the complementary operationalisation and research methodologies conducive to coopetition in organisations can help to facilitate improved strategic practice (Bonel et al., 2008). This research responds to these demands. Extant research demonstrated that nurturing collaboration while competing with actors changes the structure of markets, providing benefits to competitors. Also, academic literature says identifying how collaboration influences competition as a process can be revealed through storytelling to relate the paths taken (Czakoń & Mucha-Kuś, 2014). This approach is shown in the findings chapter.

Related to practical contributions, the study demonstrates how forms of IR offer the potential for more meaningful approaches to engage with stakeholders in accountability about an organisation's sustainable outcomes. A more complete picture of performance measurement is not only relevant (Bull & Crompton, 2006; Marks & Hunter, 2007) in social enterprises due to their multifaceted nature, but it is valuable by giving managers information to steer decision-making vital for enhanced efficiencies and effectiveness of business operations (Arena & Azzzone, 2005) and lending better transparency to stakeholders (Arena & Azzzone, 2010).

Further, extant research shows carrying out IR can lead to financial backing because funders are usually reluctant to invest in social enterprises when such information is missing (Alexander, Brudney, & Yang, 2010).

Other practical contributions of this study are extending previous case studies supporting the emergence of IR (Frostenson et al., 2012), (Soyka, 2013), (Stubbs & Higgins, 2014), (Lodhia, 2014) and calls by the (International Integrated Reporting Council, 2011) for communicating value that is inclusive of the five capitals rather than just GDP in the twenty-first century.

Empirical research is limited on this area as demonstrated by a recent published case of a diversified Italian social enterprise called Sun (Arena et al., 2015). Scholars tried to develop a systematic performance measurement framework applicable for the third sector context, but it

was conceptual. Their format for collecting data contained dimensions to measure and report to a variety of stakeholders. It outlined who would be the users of this system, whether each one was an internal or external stakeholder, and what specific information would be relevant to capture in relation to each type of stakeholder (part of a set of 38 final indicators that cater to the information needs of each audience). The authors found funders want to learn about financial performance, the composition of funding and related impact. Beneficiaries are interested in knowing about the quality of service provided by the company and its financial viability. Locals want to be attuned to the social effects and longer-term impacts whereas internal stakeholders are interested in learning about the range of performance measurements as well as assessing the effectiveness of management and whether the results align with the organisational mission. While this performance measurement framework may be useful for not taking a 'siloed' approach, and incorporating the needs of clusters of stakeholders, it was merely intended to guide the design for developing a system of key performance indicators for accountability.

This research, on the other hand, fills a gap by showing actual cases in heterogeneous organisations that produce customised forms of IR to satisfy different stakeholders. After all, social enterprises work across disciplines; they possess different organisational structures (Alter, 2004; Arena et al., 2015) and relationships with profit and nonprofit companies. Therefore, in reporting the social enterprises must accumulate appropriate content to meet a host of stakeholder expectations (Arena et al., 2015). These results parallel another Australian case, Goodbank—a customer-owned bank that similarly decided to pilot IR (Lodhia, 2014). They created their own style of reporting that was conducive to the bank's circumstances rather than following a one-size-fits-all approach (Australian Association of Social Marketing, n.d.). This means organisations can derive customised approaches to IR as long as the content balances the needs of a particular business against the needs of its stakeholders.

Similar positive outcomes from coopetition and integrated reporting to what have been noted are evident in the wider international entrepreneurship arena. Current strands of academic and practitioner literature concur with the notion to adopt systematic approaches for realising sustainable change on a monumental scale.

Recommendations published in the prestigious British medical journal, *The Lancet*, written by an authoritative, multidisciplinary Commission (Lancet Commission on Health and Climate Change, 2015), urged that in order to be responsive to the impacts of climate change, it is necessary to implement top-down and bottom-up (National Environmental Health Association, 2015) measures to protect public health and welfare. Lessening the effects of environmental migration and natural disasters requires coordination between institutions, local, national and international agencies and government (to curb the rate of migration and natural disasters with mitigation policies and regulations, to install early warning systems and invest in accessible health systems and to enact measures whereby parties at multiple levels interact to instil policies and tools supported by public-private structures that provide alternatives to civic models of climate action). Leveraging connections with municipal and multi-urban low-carbon economic and innovative initiatives as well as globally diffusing improved technologies and practices is a path towards the scale required to protect against the severe risks posed by climate change (Lancet Commission on Health and Climate Change, 2015; National Environmental Health Association, 2015). Additionally, the Commission emphasised that social marketing programs for serious health issues require concerted actions for effectiveness. “Analogies in health responses can also help to underline that there is rarely a single solution to complex problems; different and complementary measures are required to tackle different dimensions and pursuing both prevention (mitigation) and treatment (adaptation) is crucial” (Lancet Commission on Health and Climate Change, 2015 p. 44). It is apparent that the social enterprises in this study already operationalised such strategic approaches in multiple directions to maximise related benefits albeit on a smaller scale in practice.

7.3 Limitations

A summary of the main potential limitations of this research is given in Table 7.2. Wherever practical, methods were incorporated to counteract them.

Table 7.2 Main limitations and procedures instituted to overcome them

Limitations	How these issues were avoided
Researcher or subject bias	Trustworthy provisions were followed (Shenton, 2004)
Threats to social value creation	Organisations engaged with target publics & asked them to help avert changes in public policy & be attuned to trends (Brooks, 2009)
Inconsistent accountability data	Cases of fuller disclosure showed higher synergies were capable of being achieved
Lack of validity	Heterogeneous organisations of sufficient size & maturity were used in the study to detect patterns
Limited application to undeveloped, undemocratic societies	Comparisons could be drawn to social enterprises in developed countries

The first major threat to compromise the research results was the potential for encountering bias of the researcher or subjects involved. Bias might have resulted from a lack of following objective, systematic procedures or from designing a poor research instrument. However, extensive precautions were undertaken to avoid these improprieties by adhering to quality methodology and ethical guidelines. Also, respondents were carefully selected based on their executive or managerial capacity within their respective organisations and procedures were enacted to prevent tainting results.

The second major obstacle was possibly identifying and selecting poor cases to study due to cutbacks and increased competition associated with the recession or enacted disincentives (such as taxes or regulation) that could impact on third sector opportunities, limiting the availability of social enterprises to realise sustainability objectives. One company, Coolnrg, whose contracts for low-emission lighting products were reliant on carbon credit futures wound up in voluntary administration when Australia lost its momentum over a carbon trading system (Anderson, 2013). Not only were the social enterprises vulnerable to public policy shifts,

but other threats to co-create social value such as “substitutes for service, socioeconomic and demographic changes, and negotiating power of buyers and sellers” (Brooks, 2009, p. 153) could have been problematic for the social enterprises. Yet, the organisations were unique business models that adopted approaches so these issues did not affect their overall operations.

The third major problem was if findings showed inconsistent data or a lack of comparisons to be made between the cases presented through limited evidence for the concepts, thus failing to demonstrate literal replication. However, this issue was ruled out from having collected sufficient information across the organisations to make seemingly reasonable interpretations and explain differences among the cases.

The fourth major limitation relates to Burns (2010) contention that multiple case studies can be compromised due to problems regarding validity. As the number of cases increase, there is a greater chance for error because a researcher might successively collect less data or miss an important piece of information in the quest for drawing patterns, hindering the validity of results. However, this possibility was minimised by utilising a diverse selection of cases of acceptable sample size to gather data. During the analysis stage the primary information collected was cross-referenced against secondary research data using triangulation, interpretations were subjected to multiple reviews to diminish the possibility of errors or omissions, and respondents were asked to review the findings for any inaccuracies as well.

Nevertheless this study could be construed as limited due to the investigation focusing on 10 profit-for-purpose companies in Australia that needed to fit the criteria as sustainable enterprises; moreover, it was only a cross-sectional view of these social enterprises rather than constituting longitudinal research. Burns (2010) maintains that it might be adequate to postulate theories to a defined, relatively small population or a single case based on the evidence from one or a few cases (especially since the IR evidence derived from a few cases), but not beyond. Therefore, the IR findings may only represent isolated case demonstrations of social, economic and environmental benefit rather than standing as generalisations that can be

scaled for broader societal impact. Yet, recognition for the merits of IR is growing and the research spanned mature organisations within a developed country. For these reasons, the findings should be applicable to third sector enterprises in similar modern democratic societies such as the US, Canada and Europe, countries founded on similar citizen-centric principles.

Hammersley (2013) provides some guidance to enhance the credibility of the analysis. He says one should see if the explanation offered makes sense, and seems reasonable to the research community. Additionally, he recommends if a claim made by a researcher is central to support an argument, then it requires pronounced plausibility and greater evidence. Therefore, it is incumbent to carry out further testing to discover whether new data reinforces the rich insights gained from the study or to discern unique patterns found in other cases that could add to the body of scholarly research and writing.

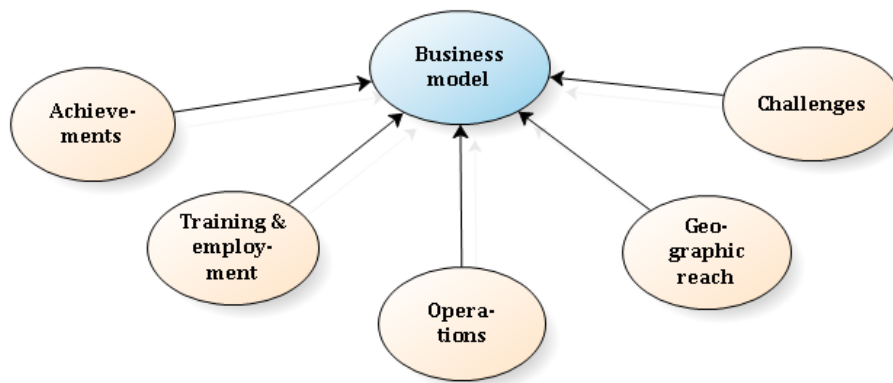
Coopetition is fraught with tensions attributable to the clash between opposing forces of inter-organisational interaction (Bouncken et al., 2015). Threats caused by interdependence (Afuah, 2000), opportunism (Baumard, 2009) or disaffection (Pellegrin-Boucher, Le Roy, & Gurău, 2013) from engaging in coopetition can impede performance, negating its ability to work towards competitive advantage. According to Rusko (2014), the literature shows a dichotomy exists between the context and procedural aspects of coopetition so it is important to focus discussions on practical outcomes achieved in business. Indeed, this study found that coopetition was used a strategic management tool for such positive results—to fulfil missions of sustainable development. Of more interest, respondents did not mention encountering any problems from competing and collaborating in business circles.

Lastly, the methodology of this study only carried out qualitative analysis. Since a breadth of information and insights were gathered, certain findings are capable of testing in future studies for confirmation using quantitative testing. A questionnaire can be submitted to a wider population and the results can be subjected to statistical analysis to see whether correlations can be generated.

7.4 Recommendations for future research

New investigations could explore aspects of business operations or how the respondents' backgrounds and qualifications affect managerial decision-making, and organisational profit or project outcomes. Extraneous information was collected on the business models when data was gathered for this study. This data is available for future study as detailed in Figure 7.2 below.

Figure 7.2 Business model categories capable of examining in further research



Organisational founders and their successors were instrumental in driving the marketing and social marketing goals to fruition. Motivation for social responsibility derived from these people behind the organisation. They had a vision, and used the business as the vehicle to achieve it. They all had personal experiences that propelled them forward to want to make a difference in their communities. Usually in the face of adversity, they were unrelenting in their pursuit of serving the disadvantaged or disenfranchised. Company directors formed Ashburton Aboriginal Corporation to foster social enterprises for hiring locals in the remote regions where unemployment was rife. They witnessed how their families or friends experienced disadvantage so they tendered for the government contract and subsequently won the bid to oversee the RJCP throughout the Pilbara region. Later they started Ashoil to place community members in training positions as a springboard to higher-paid mining jobs for neighbouring corporations. More recently, management undertook mentoring of high school students to improve their attendance rates and to provide pre-training skills until students became ready to finish their

secondary education to advance into jobs. Challenges were not viewed as deterrents since the social enterprises sprung from barriers; instead, they were handled as reasons to mobilise the community, acting as champions for change. Even though the qualities of intrapreneurs are frequently discussed in the academic literature, it might be constructive to take a closer look at the interaction between managers and board of directors in social enterprises for the role they play in influencing social change.

Often there are marketing experts but they don't necessarily have experience in the not-for-profit community or social enterprise sector and it is a pretty specialised skill set. We have someone who has the expertise and experience in that area. They've subsequently prepared a plan in consultation with us....and they made some recommendations...Then it's a case of us— between the board—deciding what we're going to do in terms of resourcing and implementing...what was proposed (Human Ventures, Respondent 2).

Demographics were also collected on the managers including: the respondent's age and place in management, and their education level. This information was unaccounted for in the study, but it deserves future investigation. Managers oversee significant duties in their organisations that bear on organisational decision-making so it is worthwhile to see if there is a correlation between management's background, expertise and the accomplishments of a social enterprise. Material was additionally generated during the interviews on professional development by each organisation and other incentives offered to employees to improve their performance. Future research could also explore determinants of success in coopetitive relationships by studying how managers use their personal networks for reaching organisational objectives or by studying how trust exhibited among management impacts coopetitive behaviour, thereby uncovering the personal attributes that lead to fruitful, lasting relationships. Further exploration can be carried out on other topics displayed in Table 7.3.

Table 7.3 New areas to explore future research on coopetition, adapted from (Bouncken et al., 2015, p. 592)

Dimension	Topic
Roles	Relationships within supply chain management
Content	Efficiency while preventing risks Market power & effectiveness Development of coopetition Diffusion of innovation
Process	Localisation versus globalisation implications Value generation versus value appropriation Shared & individual firm benefits Sequential versus concurrent capture of value
Levels	Internal management operating via integration External management operating via inter-firm & intra-firm dealings
Theories	Game theory Resource-based theory Network theory

Effectiveness of the interventions chosen for social programs is another area to be considered for future research regarding the outcomes achieved for the investments made. Existing research shows that a balance should be struck between fundraising and spending until equimarginality is reached to maximise serving a social enterprise's mission (Brooks, 2009).

However, effectiveness is difficult to audit since external factors on publicity, pricing, and government regulation can affect long-term change (Andreasen, 2003; Smith & Schneider, 2009); and it is hard to separate variables to measure effectiveness. Nonetheless, short- (Smith & Schneider, 2009), medium-, and long-term behavioural change still deserve investigation, and should be analysed based on performance indicators of behaviour change (French & Blair-Stevens, 2007). Long-term behaviour change can be accounted for through repeat behaviour (Andreasen, 2003) or by how many times the intended behaviours reinforced by a campaign or program were performed over a set time period (Dibb & Carrigan, 2013). A longitudinal study could further account for whether location, socio-economic status and population of a community register as strong determinants of behaviour leading to desired social, economic or environmental impacts. Alternatively, the effectiveness of an organisation's programs can be measured according to the satisfaction of constituents, adequacy of funding, efficiency of operations, attainment of organisational goals, and the ability to adapt within a changing environment (Brooks, 2009).

Finally, the implication of conducting any research is finding new information that requires a follow-up investigation. Reflecting on the results from this study, it would be interesting to look at whether viral media and consumer-generated content build community capacity for influencing desirable behaviours (Kubacki & Rundle-Thiele, 2013). Acquiring this knowledge could stimulate interventions for long-term behaviour change by having the organisations emphasise newer technologies (Galaz, 2009) when they are designing specific interventions if research shows it is warranted.

Overall this study vindicated that industry partnerships with social enterprises are rooted in co-creation of social value. The profit-for-purpose business model of social enterprises coupled with the evidence of the cases in this study helps to explain why these types of businesses are growing due to the value they create across markets and society. Innovative solutions presented within local settings can continue to be replicated elsewhere, applied to wider industries (Zahra, Rawhouser, Bhawei, Neubaum, & Hayton, 2008) and scholarly research.

7.5 Summary

This chapter recapitulates the research issues in the study prior to making future strategic planning suggestions towards affecting greater social change and accountability. Then contributions of the project discuss how systematic approaches to sustainable development are being encouraged globally by academics and practitioners to foster public health and wellbeing. The organisations herein illustrate such a path to move forward for the economy, environment and society.

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APPENDICES

Appendix 1

How Australian Social Enterprises use Strategic Marketing and Social Marketing to Drive Accountability and Change for Sustainable Development

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Research protocol

Case no: _____ Interview no: _____ Date: _____

Business name: _____

Interviewee's name: _____

Interviewee's title: _____

Location: _____

Legal status: _____

Time of start. _____ Finish: _____

Checklist of required activities

- ☐ Obtain signed consent form
- ☐ Review research inquiry with participant
- ☐ Conduct survey & interview
- ☐ Complete confidentiality form for external transcription
- ☐ Code, analyse & interpret findings
- ☐ Submit applicable sections to interviewee for verification
- ☐ Disseminate results for presentation & publication

PART A. Explanation of the Research & Process

Introduction

Originally I worked in the field of marketing communications within the private sector. After studying sustainable enterprise and consulting for an environmental NGO, I decided to merge my background with my professional interests into this PhD project. That led me to become aware of your social enterprise, and to request your participation in this study. I appreciate your contribution to this research as it would not be possible without your valuable participation. Moreover, benefits of this study include implications for how staff and organisations like yours can strengthen and improve commercial and social marketing practices for sustainable development.

Purpose of this research

Social enterprises operate for the dual purpose of achieving social change while maintaining financial viability. Limited attention has been paid to the commercial and social marketing practices to fulfil their missions. This comparative case study research will analyse strategic marketing practices within those enterprises that collectively advance environmental, economic and social development. It is intended that results will contribute to scholarly inquiry on organisational effectiveness, particularly to uncover successful models in social enterprises of community-based social marketing that are capable of replication. Exploring current practices by third-sector organisations will also broaden the scope of knowledge from debates over constructs to a more informed evaluation of marketing demonstrated by constructive applications of sustainable entrepreneurship.

Status of this research

This investigation is a higher degree research funded project by the Queensland University of Technology. Ownership of data and the created intellectual property will belong to me. However, documents will be securely stored at the Research Centre at QUT. Please be assured that the interview will only be heard by myself and possibly by my supervisors. You may contact my principal supervisor, Dr. Wendy Scaife, Acting Director, Australian Centre for Philanthropy and Nonprofit Studies at QUT Business School by phoning (07) 3138-8051 or e-mailing w.scaife@qut.edu.au regarding my research.

Ethical concerns of this research

QUT maintains its commitment to researcher integrity. If you have any concerns or complaints about the ethical conduct of this research project, you are welcome to contact the Research Ethics Coordinator, Ashley Steele, on (07) 3138-2091 or email ethics@qut.edu.au. Please note your personal identity will be held in confidence. For your safety therefore, I will disguise your name in my final report to prevent your identity from being revealed. Steps will be taken to disguise other participants to protect you from incidental identification. Further, unconcealed information about participants in this research will neither be made public nor given to a third party outside of my direct supervisor, Dr. Wendy Scaife.

Notes

I will be taping and later transcribing our conversation to fully capture your views for data analysis. Please feel free to be open, candid; there are no right or wrong answers. We're interested in negative comments as well positive ones, and all opinions raised will be accepted without judgement. You can ask me to pause at any point during the interview or may choose not to answer a question.

When available, I will provide you with the findings for verification followed by a summary of the results as a document for your company's management or board. The final report may be publicly disclosed post-publication of the researcher. Unless you have any questions about either the purpose of this research or the procedure, please complete the consent form and then we can commence with the interview.

PART B. Background Survey

1. Industry of organisation _____
2. Range of products or services _____
3. Number of branches _____
4. Age of the social enterprise _____
5. Ownership structure of company

Public	Private	Nonprofit	Community

6. Governance structure

Board	Management committee

7. Business structure

Single venture	Multiple ventures of same type of operation	Multiple ventures of different types of operations

8. Number of full-time employees _____
9. Number of part-time employees _____
10. Number of volunteers _____
11. Age bracket of respondent

< 20 years	21-30 years	31-40 years	41-50 years	51-60 years	>61 years

12. Education level of respondent

Primary	Secondary	Certificate or diploma	University degree	Postgraduate studies	Higher degree research

13. Average annual turnover in \$AUD _____

PART C. Opening Questions for the Interview

1. Could you describe the nature of your social enterprise?

2. What is your organisation's mission?

3. Could you rate how successful the business is in achieving these aims on a scale of 1-5 ranked from lowest to highest?

Rank from lowest to highest	1 Not successful	2 Low success	3 Moderate success	4 Good success	5 Excellent success
Reaching aims					

4. Do you serve local, regional, national or international communities?

5. What is your involvement in the marketing activities for your social enterprise?

6. Could you identify whether you have formal training in marketing or business and what type it is?

7. How many years of experience do you have with this business or industry, and has it always been in the nonprofit sector?

8. Does your company send you to networking meetings, seminars, workshops or are you a member of professional associations?

Part D. Social Marketing Practices by the Organisation

1. In what way does your organisation contribute to positive social and environmental ends?

2. Can you explain how your company attempts to influence people's behaviour to help others and protect the environment?

3. What is your organisation's motivation for acting socially responsible or greener?

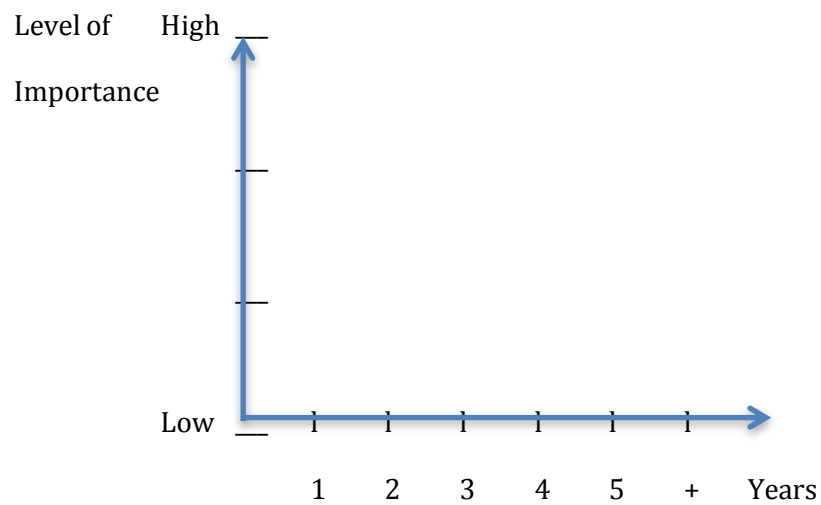
4. Are you pressured by customers, clients, suppliers, funders or members of your community to be socially or environmentally friendly?

5. Does this get translated into strategic actions?

6. Have you engaged in specific social marketing programs or campaigns to promote social change?

7. What types of actions or interventions are built into these programs to specifically improve a situation or build advocacy?

8. Can you rate the significance of any resulting social changes from lowest to highest (1-5) and the approximate duration of this impact in years?



9. Do you benchmark your progress?

10. If so, to whom (upstream, midstream or downstream) and how is it done?

11. Is this information openly reported to your constituents?

12. Do your social objectives affect your customers' purchasing decisions?

Part E. Commercial Marketing Practices by the Organisation

1. How much does your commercial operation contribute to advancing the social side of your business?

2. Do you measure this contribution in dollars against expenditures?

3. Are you meeting your expected annual revenue?

4. What percent of your funding comes from subsidies, donations or other income streams?

5. Do you rely on social procurement contracts, and account for the risks if they expire?

6. Do you have greater income/business projections for the future?

7. How important is marketing in your business operations?

8. Can you please describe your market environment, including if it is growing?

9. What methods does your organisation use to access and develop markets?

10. Do you carry out market research?

11. Have you noticed any market trends or areas to fill a niche?

12. Do you segment your market into targeted audiences?

13. Do you invest in training to educate staff?

14. Do you use other incentives to retain quality workers?

15. How do you analyse competitors?

16. Have you considered allying with competitors to operate with better economy of scale?

17. What strategies have you implemented to attract consumers or build relationships with stakeholders?

18. Do you use your social objectives as part of your marketing strategy?

19. Are your messages aligned with your stakeholder values?

20. Do you offer a competitive advantage or a unique value proposition?

21. Do you engage in forms of supply chain management or consider the carbon footprints of manufacturing and shipping?

22. Are your products or packaging comprised of biodegradable, recyclable or nontoxic materials?

23. If so, is this environmental consciousness evidenced in your labelling or advertising?

24. Do you have plans to spend towards greater sustainability through new product development?

25. If your firm provides a service, do you factor in environmental concerns through offering reduced energy consumption or conservation?

26. Is your price structure based on costs, anticipated profits plus residuals to fulfil social impacts?

27. Are your production and distribution facilities locally based or do you offer online sales?

28. What media channels do you use to communicate with stakeholders via print or online, and which ones are most important?

Forms of promotion	Point of sale	Advertising	Public relations	Annual reports	Marketing collateral	Another medium	Consistency across target audiences
Print							
Online							

29. Does your mode of communication change depending on the audience you are addressing?

30. Has Internet promotion helped your business to penetrate new markets with your networking shifted primarily to online platforms?

31. Has your enterprise adopted an image or branding strategy? If so, do you leverage your brand through market positioning?

32. Do you collaborate with your stakeholders on strategic decision-making or take their views or feedback into account and can you describe how much?

Level of interaction	None	Little	Moderate	Strong	Extreme	Comments
One-way Dialogue						
Two-way dialogue						
Collaborate sometimes						
Ongoing partnership						

33. Are you regulated by policy?

34. If so, how does this regulation affect your business?

35. Has your business faced any barriers to growth or expansion?

36. If so, how are these challenges handled?

Part F. Closing Questions

1. Is there anything else about marketing or social marketing that you want to share?

2. Did this interview help you to reflect on how you do business for potential future changes?

3. Can I contact you again for clarification on any points discussed or if another question arises?

Thank you for your time.

Appendix 2

Below is a snapshot of the social enterprises that consented to be part of this research project. It includes evidence of their operations along with an appraisal of their social marketing and commercial marketing strategies.

ABBOTSFORD CONVENT

Company description

Abbotsford Convent germinated from a community coalition to bar development of a 6.8 hectare heritage compound on the outskirts of Melbourne's central business district (Abbotsford Convent, 2012) . Initially a small cluster of community members organised a letterbox drop and set up information tables on bicycle paths in Fitzroy and Kew to raise awareness for the campaign. They circulated a petition, held public meetings and asked people to write thousands of letters to the City of Yarra, the State Member of Parliament and Heritage Victoria to save this landmark. The grassroots campaign escalated into nearly a decade long court battle against a well-resourced developer, but \$3 million was raised through philanthropic funding, and prospective lessees were secured to support the community's bid to have Abbotsford Convent resurrected into a thriving arts and cultural precinct (Abbotsford Convent, 2014a, 2014d).

The former Good Shepherd Convent was a gift of the State government to the people of Victoria, to be governed by a foundation (ACF). Granting this permission paved the way for its consequential restoration. It is the only intact ex-monastic site on farmland in an urban setting that is steadily being preserved (Abbotsford Convent, 2014a), and it has become renowned as an iconic arts, educational, cultural and tourism precinct. At present, sixty percent of the buildings have been renovated following prodigious efforts in fundraising and collaboration to address economic, social and human capital within the Convent's creative, natural enclave (Abbotsford Convent, 2014d).

Occupants share a philosophy that is congruent with the holistic principles behind the resurrection of the Convent in promoting individual and collective quality of life, allowing the cross-cultural exchange of ideas and disciplines in the largest creative cluster in the country. Some of the parties who have taken up residence within 11 redeveloped historic buildings are descendants of the original inhabitants, the Wurundjeri Tribal Council. They maintain a special connection with the place by occupying an office on the premises, and they continue to gather on the banks of the Yarra River with other members of the Kulin clans from Central Victoria. Over one hundred tenants lease artist studios, performance arts groups rehearse and stage shows in theatrical halls or an auditorium, wellbeing practitioners and other professionals receive clients in former dormitory rooms, exhibits are held in public galleries, children are taught in a primary school, and fine classical music is broadcast from a fitted out radio station (Abbotsford Convent, 2012). In outdoor venues, patrons are served at alfresco cafes, loaves of bread are baked in the old Bakery, vegetables are grown in raised beds among sprawling gardens, and vendors sell regional produce in stalls at weekend markets. Within a decade, the Convent made major progress to transform the buildings and grounds (Abbotsford Convent, 2014d).

The enduring spirit of the Convent draws nearly one million visitors annually (Abbotsford Convent, 2014d). This allure commands regular audiences to book spaces for religious, corporate and institutional workshops, conferences, festivals, weddings, television productions and open-air cinematic events. These activities generate a modest operating surplus that is added to philanthropic donations combined with public and private grants. Together these financial allocations directly contribute to the steady refurbishment. Marketing the Convent to its full capacity is deliberately limited until the site is complete. This is a consequence of the inability to access all areas of the buildings and the associated safety risks of structural damage due to years of neglect. The board is confident that the site will be completely rehabilitated. This vision is reinforced as every goal in the previous five-year business plan has already been met or exceeded. It is simply a matter of how long this process will take. Once renovation is

complete, the board of Abbotsford Convent aims to deliver maximum value for the wider community, a promising proposition considering the growing waitlist of tenants (Throsby, 2000) as the site's reputation spirals.

According to figures by the Convent (Abbotsford Convent, 2014b), there were 67,575 visitors in 2014, well above the 28,900 the previous year. Moreover, it is projected that the Convent will increasingly draw local, regional and international tourists (SGS Economics & Planning, 2012) as the Convent is earning national respect and global stature. The Convent was chosen for premier Australian inclusion into the Réseau Européen Des Centres Culturels de Rencontre, an international network that promotes heritage, principally through organising artistic programs and collaborative projects (Abbotsford Convent, 2012; Réseau Européen Des Centres Culturels de Rencontre, 2015). This prestigious honour by itself reflects the potential to bring more people to the Convent.

Social marketing

Aspects of community benefit stem from deliberate strategies that were adopted by the board of directors and management. For instance, an important component of the tenancy agreements requests resident artists to create innovative work that reflects the natural and built environment or is a product of on-site collaboration (Abbotsford Convent, 2012). Also, there is frequent interaction among the artists along with group showings at home and abroad (Abbotsford Convent, 2014d). Externally, the board aims to heighten dialogue with local residents to reaffirm the Convent's value as a unique community refuge (Abbotsford Convent, 2012). The Convent enjoys a longstanding history of influencing social welfare policy by accepting people regardless of their background circumstances. Therefore, it created a stakeholder plan to continue the Good Shepherd movement of helping people by strengthening its ties with stakeholders in all directions.

The beautiful, contemplative open spaces entice groups to the Convent including those social enterprises sharing a similar ethos to the Convent (Abbotsford Convent, 2014d). This is

encouraged as a means to engage with the wider community. The suburb of Abbotsford contains a large number of heritage buildings and the Convent hopes to set a precedent for the area by retrofitting historic buildings that can serve as models of environmental sustainability, optimally rendering the Abbotsford Convent to be carbon neutral by 2020 through adopting joint programs between RMIT and Yarra Energy Foundation. To this end, conservation is upheld in accordance with the stipulations set forth in the Conservation Master Plan assisted with planning by the architect and Heritage Victoria. All interventions in construction endeavour to represent the past while enhancing resilience, meaning best practice in sustainable design is incorporated into retrofitting and maintenance. There are strategic sustainability plans for further installation of solar panels, rainwater harvesting, and in daily operations, an emphasis is placed on having occupants act efficiently through water and energy usage and waste reduction (Abbotsford Convent, 2014b).

Commercial marketing

The Convent does not receive a recurrent subsidy from the government (post the initial \$4 million from state government and \$1 million from the City of Yarra). It is required to cover its annual operating expenses from the income generated from its own activities, mainly derived from steady leasing arrangements (Throsby, 2000). The mix of tenants evolved from a process under board and management supervision, fulfilling a deliberate directive to house a spectrum of creative artists, professionals, and disadvantaged groups. Thus far, all revenue streams generated a surplus to afford maintenance of existing infrastructure. The Foundation fundraised more than \$10 million for capital works, but the remaining forty percent of derelict buildings are in danger of collapsing or further deterioration if left unchecked. The Convent is heavily campaigning to allocate the resources to maximise the site as a community asset, stressing its attractive architecture and meaningful cultural identity.

The board recommended various strategies to see the project to fruition (Abbotsford Convent, 2014d). One method is to leverage the Convent's external relationships with its industry

partners. Another tactic is continuing to develop a diversity of internal relationships by nurturing an emerging movement of arts and cultural practitioners to supporting nonprofit organisations, professional, community groups and disability service providers. For this reason, ACF initiated two funding rounds to dispense grants for showcasing annual creative works, and to offer in-kind support (internships, intermediate labour market (ILM) and business mentoring or professional development opportunities) and pro bono work for creative practitioners wishing to extend their experience. Rents are benchmarked and leases vary depending on the space and the type of tenant—whether it will accommodate a commercial or arts-oriented business. Similarly, rates for booking venues or meeting rooms fluctuate according to the interested party representing a commercial or nonprofit outfit.

Staff learned that it is important to build momentum and regularly communicate with tenants to keep harmonious relationships. Two-way dialogue is implemented through regular meetings, conducting periodic surveys and issuing weekly newsletters (Abbotsford Convent, 2014c). A 2014 survey showed that visitors were mostly drawn by word of mouth. The Convent also capitalises on media coverage and by staying in touch on social media or running regular events such as the BikeFest Picnic and Ride to Work breakfast. Ongoing consultation with interested external parties such as the Collingwood Children's Farm and other neighbours is also crucial to advance marketing relationships for the Convent. Lastly, the board knows the importance of designing and displaying more interpretive signage to explain the site's archival nature to heighten public awareness. This is achieved in concert with tours that volunteers regularly run. It is anticipated that future redevelopment will result in higher financial impact according to Essential Economics return on investment predicted using an employment multiplier effect (Abbotsford Convent, 2014b; Essential Economics Pty Ltd, 2011). This result will be predominantly attributed to the benevolence of government, foundations, trusts and individual donations to finish restoration. Then the Convent will become financially self-reliant.

ASHOIL AND ASHLINEN

Company description

Ashburton Aboriginal Corporation started in 2000 to help Indigenous people experiencing poverty, homelessness and other misfortune (Walker, 2012). The corporation tendered and won a larger CDEP contract that transitioned into a RJCP program to provide regional training and employment to 23 Aboriginal communities in Hedland and the Western Desert of Western Australia (Ashburton Aboriginal Corporation, 2013). However the corporation wanted to position itself against risk to avoid reliance on one government contract. Therefore, it expanded its offerings and became a RTO for community members with Pilbara TAFE to extend its economic engagement, and AAC subsequently spun off several social enterprises, including Ashoil and Ashlinen that are wholly owned subsidiaries of the parent corporation. In order to carry out its work, AAC established numerous strategic partnerships that led to signing memorandums of understanding, service, supply, funding and land use agreements between itself, Aboriginal Land Councils, Rio Tinto and government among a network of partners (Minerals Council of Australia, n.d.). Its overall operations generally serve as a training ground for the local Indigenous population who later become workers for the neighbouring mining conglomerate, moving into higher-paying jobs. Since AAC acts as a contractor for Rio Tinto, the mining giant cooperates in a mutually beneficial arrangement with Rio Tinto, assisting Ashoil with its pre-qualification and tendering process. Rio Tinto gives preferential weight to Aboriginal businesses because it wants to harbour strong local relationships and maintain their important social license to operate on Indigenous land (Department of Indigenous Affairs, n.d.; Minerals Council of Australia, n.d.).

Through a Community Partnership Program, Rio Tinto helped to train Ashoil in biodiesel production (Minerals Council of Australia, n.d.). To conduct its business, Ashoil collects used cooking oil from mining camps dispersed across the Pilbara region (Social Traders, 2016) in a truck that was donated by BP for refinement into biodiesel at its headquarters in Tom Price

(Lee, 2013). Then the biodiesel from Ashoil is sold to Rio Tinto to be used in a 50/50 blended, 'neat', ratio in its iron ore drilling and blasting operations (Ashburton Aboriginal Corporation, 2014). Although Ashoil's plant was producing 10,000 litres of biodiesel per week, the organisation was investigating the feasibility of increasing its stocks by harvesting a suitable plant as an alternate manufacturing source that may be irrigated using mine dewatering, thereby diverting another vast, stockpiled waste stream (Ashburton Aboriginal Corporation, 2014; Walker, 2012). Ashoil was also tendering with Rio Tinto to purchase all of their waste oil for remanufacturing to enlarge their biofuel capacity. Further, Ashoil undertook new initiatives to develop its by-products into goods like converting glycerol into a degreaser handwash to fully eliminate its residuals of manufacture (Ashburton Aboriginal Corporation, 2014).

In 2011, AAC's business diversified again when it seized an opportunity to recover redundant linen from the mining camps for redistribution and Ashlinen was born. Linens that were carelessly disposed on the ground at partner mining camps were diverted from landfills to be recycled in a Perth warehouse for distribution to the homeless and needy through health service agencies, to furnish charitable organisations with cloth for remanufacture or for resale as industrial rags. Additionally, Ashlinen began supplying the mining and tourism industries with new Manchester, eliminating the need to import these goods from overseas (Ashburton Aboriginal Corporation, 2014). Ashoil similarly purchased diesel for resale to Rio Tinto to supplement its supply outside of biodiesel, reducing Rio Tinto's dependence on imported oil (Ashburton Aboriginal Corporation, 2014).

Social marketing

Evidence demonstrated both social enterprises aim to provide skills and training for the high concentration of unemployed Aboriginals residing within their native countries (Walker, 2012). Although Ashoil and Ashlinen are relatively smaller-scale businesses, both showed steady economic growth and their social impact is vast. They are breaking the longstanding cycle of

unemployment within wider communities while teaching technical and non-technical trades (Bonwick & Daniels, 2014; Minerals Council of Australia, n.d.).

Commercial marketing

Ashoil and Ashlinen were pioneers in offering distinctive product lines and promoting alternative forms of clean energy in an industry that consumes large supplies of fossil fuel. Yet, they depend on collaborations to produce and source their materials. Resources for Ashoil are obtained through an exclusive contract with a catering company, Compass ESS to supply its UCO (Ashburton Aboriginal Corporation, 2014). Ashoil employees drive its truck to collect the oil at the mining camps and bring the UCO back to its manufacturing facility. Once the biodiesel is produced, it is used for Ashoil's own fuel supply and procured by Rio Tinto, offsetting an estimated 500 tonnes of carbon emissions into the atmosphere per year (Ashburton Aboriginal Corporation, 2014). Compass ESS and AAC jointly received a Gecko award for their innovation and best practice environmental efforts. In 2013, Ashoil also became a finalist in the Ethical Enterprise and Social Enterprise Awards. These recognitions engendered immeasurable pride within staff and fellow community members. Both Ashoil and Ashlinen's operations generally strengthen the engagement of locals in the responsible management of resources in conjunction with the mining companies (Department of Indigenous Affairs, n.d.; Minerals Council of Australia, n.d.).

Compliance with workplace health, safety, first aid and other management and manufacturing policies is a crucial aspect of Ashoil and Ashlinen maintaining its operations and agreements with partners. Learning about these policies is also an integral component of training new recruits who begin at Ashoil, but later are equipped to undertake job opportunities within mining and other industries. In 2013, AAC received a Job Futures compliance award as recognition for its achievements at Tom Price (Ashburton Aboriginal Corporation, 2013).

HEPBURN WIND

Company description

Hepburn Wind is a community-owned wind farm in Central Victoria, situated 100 kilometres northwest of Melbourne (Hepburn Community Wind Park Co-operative Limited, 2014). During its start-up phase, a small group, the Hepburn Renewable Energy Association (later reformed as SHARE, signifying Sustainable Hepburn Association – Renewing the Earth) were responsible for developing public interest in this renewable energy project. Stalls were set up in the centre of town to educate people about the merits of generating clean energy from wind power instead of relying on the most probable electricity reserves that emanate from coal-burning plants in Latrobe Valley, situated hundreds of miles away. Consensus for the wind farm slowly evolved after an advertisement placed in the local newspaper invited residents to join the group. Newsletters were disseminated, a website was launched, and the project began to attract media coverage (Nelson, 2008). Solidifying the groundswell of support however happened after interested residents travelled on a bus tour to glimpse a first-hand view of a larger operation, Challicum Hills Wind Farm, and many public forums and presentations were held with Hepburn Shire Council to educate and dispel misconceptions about wind farms. These messages reinforced widespread acceptance to avert climate change and increase community resilience (Hicks, 2009).

It took seven years of stakeholder consultation to build the necessary advocacy and gain assistance from Future Energy Pty Ltd, a private renewable energy project development company to prepare and underwrite a feasibility study, carry out technical and environmental assessments, and apply for the planning permit and handle compliance regulations (Addis, McLeod, & Raine, 2013; Nelson, 2008)). Then in 2011 Hepburn Wind received planning approval. Twin turbines were constructed and connected to feed in to the electricity grid atop Leonards Hill. A maximum of 4.1 MW of electricity is generated (Clean Energy Council, 2014). Hepburn Wind purposely scaled its project to suit the energy requirements to supply

approximately 2,500 homes throughout the immediate area, encompassing the town of Daylesford. In practice, Hepburn Wind sells its output to an energy provider, Red Energy. Then members can purchase green power via a discounted retail scheme to offset the costs to maintain the turbines, insurance and pay for overheads.

Social marketing

Civic pride was instilled from completing the project. Hepburn Wind became an Australian leader in community energy, and the prominence of the turbines deliberately positioned on Leonards Hill reinforces this message (Nelson, 2008) for onlookers. Moreover, the precedent set by Hepburn Wind spurred massive national interest by communities wanting to follow in their footsteps. Therefore, some of the staff and directors formed a nonprofit, peak advocacy body, Embark, to share intellectual property with others by setting up a wiki about wind, solar, micro-hydropower and bioenergy. Posted topics range from legal matters to finance, governance and community engagement. To date, nearly 60 communities expressed their interest in learning how to replicate Hepburn Wind's business model, bringing positive flow-on effects, including social cohesion and economic opportunities from contractual work in installing, operating and maintaining the turbines (Grattan Institute, 2011).

When wind farm development driven by local engagement and decision-making is vested back in the community, positive outcomes result from this collective support (Moreland Energy Foundation, Net Balance, & Green Spark Consulting, 2011; Sustainability Victoria & State Government of Victoria, 2015). Nonetheless, a wind farm requires ongoing negotiation to ensure that it maintains its social licence to operate for the span of a project's life (Lane & Hicks, 2014). Hepburn Wind influences ongoing positive behavioural change by hosting periodic events such as these past celebrations: 'Turning of the Sod, Turbine Raising Picnic, Launch Festival, Painting of Gale and Sleep under the Stars'. For the latter events, murals were painted on the behemoth turbines, Gale and Gusto, as a way to personify them. There was an overwhelming public response to these occasions, renewing public appeal for wind power as

shown by the costs being amply covered for the last gathering from a crowdfunding exercise (Hepburn Community Wind Park Co-operative Limited, 2014).

Commercial marketing

Hepburn Wind also spearheaded a community investment scheme (Sustainability Victoria & State Government of Victoria, 2015) to raise capital for the wind farm. A bifurcated share offer was presented whereby locals could purchase a minimum of shares for \$100 as opposed to state residents that had to invest a minimum of \$1000 to acquire equity in the initial public offering. Many locals from this predominantly working-class socioeconomic region became first-time investors (Parliament of Australia, 2011). This money was pooled with self-managed superfunds and philanthropic donations totalling \$9.64 million. The rest was obtained by taking a \$3.1 million loan from Bendigo and Adelaide Bank and from grants received from the Victorian government totalling \$1.725 million (Hepburn Community Wind Park Co-operative Limited, 2014). Significantly, this seed funding was mostly gathered during the global financial crisis (Ison et al., 2012), reflecting the favourable public sentiment for the wind farm.

Post-development, the operation was transferred to co-operative ownership in a democratic style of governance whereby each member is entitled to one vote, ensuring that a majority of shareholdings stay in Hepburn. This arrangement not only preserved ownership and community control of the wind farm, but it prolonged community engagement (Department of Industry Innovation, 2011). Shareholders are eligible to sign up for discounts on their household electricity bills and they are entitled to vote to contribute to an annual community fund (overlapping both the social and environmental sides of the operation), projected to give \$1 million over 25 years to a range of community initiatives. Initial grants funded projects including construction of a playground and research on a species living in the nearby Wombat Forest. Newer applications increasingly concern solicitations for renewable energy projects (Hepburn Community Wind Park Co-operative Limited, 2014).

Hepburn Wind experienced regular financial challenges over its life cycle. When the project became operational, its output of energy fluctuated and unforeseen costs arose with grid connection—to control for reactive power and remote regulator monitoring. However, contingencies for risk were forecast and the net income was sufficient to make debt repayments and distribute pledged community grants. The company successfully petitioned council to decrease the fixed component of its electricity charge due to its standing of community ownership and generosity displayed by its distributed grants (Hepburn Shire Council, 2014). Then energy market prices tumbled and there was the demise of the Carbon Tax (leaving no Australian carbon pricing mechanism whatsoever) amid a succession of federal reviews of the Renewable Energy Target (Winn, 2011). Despite policy uncertainty and limited revenues, Hepburn Wind always acted transparently to keep investors informed or address complaints, especially regarding claims that turbine noise causes illness. In return, shareholders' faith in capturing value from the sustainable energy sector buoyed the organisation. They voiced their understanding towards the downturn, purchased 'gifts of equity' in new shares or bought those re-floated shares through a closed registry to members only. Due to limited returns, members also indicated their preference to continue distributing proceeds in the community benefit fund for community good rather than distribute the anticipated individual shareholder dividend (Hepburn Community Wind Park Co-operative Limited, 2014).

Moreover, to counter the unexpected poor earnings, Hepburn Wind introduced a premium product to sell their allocation of large-scale generation certificates based on its production of clean energy that equates to the abatement of tonnes of greenhouse gas emissions from consumers and businesses (Ison et al., 2012). Recent changeovers in power for state and federal government reversed the harsh regulations imposed for wind power, indicating a positive shift towards renewable energy. Hepburn was awarded the 2010 Climate Alliance Award, 2011 Banksia Award, 2011 Premiers Sustainability Award and the 2012 World Wind Energy Award for its groundbreaking efforts, and for inspiring more Australian communities to strive to harvest clean energy (Social Traders & Sustainability Victoria, 2011).

HUMAN VENTURES

Company description

For nearly 20 years, Human Ventures operated a multimedia communications company from Brisbane that simultaneously mentors and supports the development of community enterprises in regional areas of Queensland. This profit-for-purpose business is modelled on helping disadvantaged youth by running creative skills programs to nurture human capacity and work readiness within their communities. The crux of their business philosophy is succinctly stated on their business card: ‘community programs plus creative services equal positive change’. Methods they employ to achieve results include transferring skills taught via visual and performing arts with an emphasis on digital storytelling along with event production and enterprise development to foster direct benefits for individuals and businesses (Human Ventures, 2014).

Social marketing

The design and digital consultancy side of Human Ventures applies creative arts for a host of clients—government, corporates and nonprofit organisations. All profits from the organisation’s fee-for-service work is then allocated with funding received from donations and grants towards specific initiatives to address problems of homelessness, unemployment, poverty, mental illness and social disconnection. Creative Tracks, one core project offers a series of workshops that impart knowledge of creative media tools—music, dance and video—to showcase local stories often using peer research. This method demonstrated effectiveness to spur community engagement among targeted groups, boost confidence, motivate leadership and open career pathways for younger participants who tend to come from disadvantaged backgrounds. All of Human Ventures’ projects are intended to become financially sustainable over the long term. Shockwave, another program that culminates in an annual festival based in Blackall, Queensland was transitioning during this study to become independently managed by the community. Then Human Ventures was focusing on starting up a different venture as a

substitute for Shockwave. Whenever the organisation carries out events, it tracks their social impacts and records this information on its website. Specific achievements posted in 2013 showed: 5742 people engaged in the workshops they organised; and they forged 65 partnerships and orchestrated programs in 31 communities, thus illustrating the depth of Human Ventures' ability to foster positive social change. By 2014, Human Ventures reported that it served more than 60 communities including 18,000 people to build leadership, resilience and to revitalise towns through ideas-based solutions for sustainability (Human Ventures, 2014).

Commercial marketing

The agency underwent a corporate restructure in 2009 after its board determined that the business required greater market share for its own sustenance. For this reason, Human Ventures decided to fortify its appeal to a corporate clientele to gain support for their creative services through a rebranding exercise. A seamless rollout transpired, and business subsequently increased. However, funding for their social marketing arm still requires ongoing philanthropic donations and government funding to augment the huge expenses in hosting large-scale social events (Human Ventures, 2014).

INFOXCHANGE

Company description

Infoxchange is a veteran 25-year-old community sector organisation with two Australian offices in Melbourne and Brisbane and it supports a sister operation in Christchurch, New Zealand.

Infoxchange was born from the vision of a former social worker that recognised the efficiencies to be gained from sharing information using technology among government agencies. Trying to coordinate shelter for homeless people in Melbourne, this visionary realised the value in transmitting and accessing information on available community service beds in real time, thereby paving the way for health and welfare agencies to link their resources together through

information and communications technology for positive social change by applying the company creed of 'technology for social justice'. The organisation continues to foster digital inclusion and digital proficiency across nonprofit organisations, mostly using web-based apps and the cloud to exchange information, ideas, and to sell refurbished computers to lower-wage earners and the unemployed (Infoxchange, 2014).

Social marketing

Results show all of Infoxchange's projects are underscored by fulfilling its social imperative that everyone is entitled to access technology. Therefore, it offers inexpensive broadband, PCs, and cloud computing in both its commercial and social marketing pursuits. While the company accomplished its basic objectives, Infoxchange intends to make further progress since four million Australians remain lacking in digital proficiency (Campbell et al., 2013). Company directors addressed the need to bridge this 'digital divide' by testifying at the 2013 Rural and Regional Committee Inquiry (Parliament of Victoria, 2013) and they wrote two white papers (Infoxchange, 2014), highlighting that equal and affordable access to IT is essential for participation in society today in attempts to influence the public policy agenda. Evidence-based research quantified the gains that are directly produced from access to IT, including income that offsets government welfare payments. Further, recycling computers or parts thereof also mitigates environmental issues by reducing electronic waste so corporations and government are prone to exercise their corporate social responsibility by increasingly donating older PCs for reuse to companies like Infoxchange.

Infoxchange resells these computers or installs them in its digital inclusion work that stemmed from initially connecting 1800 households in public housing projects in Fitzroy, Box Hill and Collingwood, and teaching multicultural residents how to use computers with assistance from corporate volunteers and the Department of Planning and Community Development (DPCD). Several studies were carried out by a team of researchers from the Institute for Social Research to account for the social impacts of these projects (Meredyth, Hopkins, Ewing, & Thomas, 2005;

Meredyth, Thomas, Ewing, & Hopkins, 2001). They found that computers are in fact enabling devices. Later, a cost-benefit independent analysis predicted the broader value over five years for the 'Wired @ Collingwood' initiative alone at \$5.9 million (Harkness, 2010) in enhanced education and employment, connectivity and communication, transactional efficiencies and health and wellbeing. Infoxchange also collaborated with partners to put similar initiatives in place to combat social isolation and alter public perceptions of marginalised communities (Infoxchange, 2014). For instance, money donated from the City of Yarra instigated a grassroots journalism campaign to pair young and old residents as Digital Buddies, promoting their digital skills through writing an online script for a contemporary newspaper. State Trustees in the City of Glen Eira gave a different grant so elderly residents could be equipped with iPads to reduce their social isolation (Infoxchange, 2014).

Future programs with Australia Post were planned to roll out a nationwide literacy program, Go Digi, to improve the digital skills of more than 300,000 Australians via a website, face-to-face forums and festivals planned to celebrate the National Year of Digital Inclusion in 2016. These type of events cater to those groups whom are most vulnerable to being left behind in ICT such as the elderly, migrants, Indigenous, or those living in regional or remote communities (Infoxchange, 2014).

Commercial marketing

Infoxchange's flagship projects continue to pivot on the housing and human services networks for the government that they established around the country. In 2014, the organisation released an updated version of their Service Seeker application, containing vital information on over 340,000 Australian public services (Infoxchange, 2014) due to demand. The organisation's Service Record System, a client and case management system, parallels strong growth with the introduction of separate directories for the NSW Human Services Network for the Department of Family and Community Services and Lifeline whereby individuals in crisis can access necessary information or be connected with appropriate services (Parliament of Victoria, 2008).

Australian Council of Social Service (ACOSS) is a strong client, and supported their 'Improve IT' series of digital business modules (ACOSS & Infoxchange, 2014) to enhance IT services delivered to the nonprofit and community sectors.

Over the years, Infoxchange branched out from offering social services to operating an online jobs board whereby profits are returned to the community. In addition, they hire highly qualified people with Asperger's Syndrome to perform software testing in an arrangement with Social Firms Australia and Alpha Autism. This satisfies the growing demand to identify defects or irregularities on new software programs (Infoxchange, 2014). Finally, in the aftermath of the Christchurch earthquakes, Infoxchange began providing ITC services to New Zealand's health and welfare agencies and NGOs since the devastation of its physical infrastructure. These services were in the process of expanding nationally (Infoxchange, 2014). For its efforts, Infoxchange was recognised for its technological innovations, winning prizes at the iAwards for its housing and homelessness application, and the Google Impact Challenge to facilitate creating a mobile app to connect homeless people with social services.

PERTH CITY FARM

Company description

Perth City Farm operates under the auspices of Men of the Trees, a nonprofit association, focusing on environmental solutions through planting and protecting trees. Yearning for a healthy, green zone in the city, members of Planetary Action Network, MOTT's youth branch, transformed a battery recycling and scrap metal yard in East Perth into a metropolitan community garden over twenty years ago after receiving temporary approval from the East Perth Redevelopment Authority (Perth City Farm, 2014). The City Farm is an integral urban farm model because the cultivation area is embedded within a structure for conducting broader complementary activities (Clouston Associates, 2010). It leases space to a café and circus school, hosts weekly organic farmer markets and offers venue hire to the community at large in tandem

with formally or informally educating the public about permaculture principles and offering a community refuge to locals and visitors (Perth City Farm, 2014).

In order to turn the grounds into a fertile, non-toxic landscape, one metre of topsoil was removed from the 6000-metre contaminated site to eradicate heavy metals, oil and remove asbestos from rooftops. Guided by principles of waste management and land reclamation, management installed solar panels, water tanks, and a greywater system to make the site as energy and water efficient as possible within budgetary constraints (National Centre for Sustainability, n.d.).

Over time, the focus of activities at the City Farm retained its emphasis on community development. However, the parent body allied in late 2014 with another nonprofit, Green World Revolution, to take over their operations management with a view towards future growth and stability. The farm continues to cultivate produce in a nursery that is used by the community and is shared with chickens and a rooster. Major drawcards of the place are undeniably the tenants running a café and circus school as well as a myriad of sub-tenants ranging from a salsa band to the weekend market stallholders. Several industrial warehouses on site were renovated to house an office, a community kitchen and larger spaces that are available for art exhibitions, classes and events. School children regularly visit the City Farm to see demonstrations on composting, worm farming and propagating of plants. Staff or volunteers also embark on outreach workshops in the community to teach these topics so people can apply permaculture within their own environment (National Centre for Sustainability, n.d.).

Strong links were established with neighbours, comprising St. Bartholomew's House, a homeless shelter, the Central TAFE, a hospital and various job-service agencies. These relationships are instrumental to the mutual success of these organisations and associated individuals. Other facets that are crucial to attaining the City Farm's objectives are its proximity to transport so the public can access the site, having an adequate supply of land and water to carry out its business (Clouston Associates, 2010) and displaying unique expressions of

ingenuity by members who created and built structures such as sculptures out of recycled objects.

Social marketing

The organisation is a proponent of PEACE, an acronym that stands for: peace, education, arts, community and enterprise (Perth City Farm, 2014). The philosophy behind these concepts is to create synergy as captured by this online ad posted for Fair Food Week: “In transforming the site, we demonstrated how vital agriculture processes could be enlisted to revitalise a city, bringing normally opposing environments of city and farm together to produce a whole much greater than the sum of its parts. Our produce, markets and workshops make for healthy bodies, our community outreach and social programs make for healthy communities, and our innovative sustainable practices and education centre make for a healthy city. Combined all these make for a healthy planet.” (Australian Food Sovereignty Alliance, 2015; Perth City Farm, 2014).

The business model focuses on education and networking whereby people can develop a foundation of personal and professional skills at the City Farm to later transition to further education or work (Burkett, 2010). For this reason, the City Farm collaborated with institutions to offer accredited courses in horticulture, hospitality, construction and business. Students engage in real-world projects that support the City Farm’s business such as packing fruit boxes or catering for events, and lecturers offer support to help students achieve, stressing the importance of taking initiative and working in teams. On the job, students learn how to interact with visitors, staff and volunteers who come from multicultural backgrounds and may face very challenging personal issues. Evidence shows this experience in a down-to-earth setting relaxes participants so they grasp skills easier while improving their levels of confidence. Outcomes tracked for the New Opportunities for Women (NOW) certification program (Central Institute of Technology, 2011) demonstrate high rates of retention and success from the business program offered to women in partnership with the Central Institute of Technology in 2010 and 2011.

Two-thirds of the participants completed the program. Of these students, the majority advanced to a higher certificate or consequently obtained employment.

Commercial marketing

The City Farm also offers on site mentoring to provide hands-on training (Perth City Farm, 2014). Recipients can acquire an array of skills by choosing whether they are interested in cultivating plants or selling them at the weekend growers' market. Revenue from trade is supplemented by grants sourced from government or philanthropic endowments that are fundamental to the City Farm's survival. The City Farm also generates income from government work—Landcare, Work for the Dole and it gives community service opportunities to ex-offenders and disabled (National Centre for Sustainability, n.d.). Not only does this form of engagement facilitate business, but it also offers disadvantaged people a way to find a sense of belonging.

Experimenting with new products and services is central to generating diversified income streams. In 2012-2013, a Grow Oyster (GRO) mushrooms project was launched with students from Curtin University and the Central Institute of Technology (Martin, 2013). They supervised volunteers from St. Bartholomew's House to construct a controlled enclosure that was conducive to growing oyster mushrooms. Then coffee grinds, an organic waste, were collected by bike from local cafes for use as the substrate to yield this delicate crop. However, the new managers disbanded the lab, opting to pursue more lucrative options such as establishing a partnership with a like-minded food recovery business, OzHarvest (Perth City Farm, Respondent 1, 3 December 2014) to attract greater attention for sponsorships and commercial business. Nevertheless, trials such as these show the potential to exploit new avenues for increasing business at the City Farm.

RESOURCE RECOVERY AND RRA

Company description

Based in the mid-coastal region of Tuncurry in New South Wales, Resource Recovery spawned from a local Skill Share project to operate the local tip (Great Lakes Community Resources, 2014). Parent organisation, Great Lakes Community Resources, decided to commence operations in 1991 to tackle pervasive local unemployment through waste reduction and recycling, preventing unwanted items from disposal in landfills and giving the most socially excluded residents, primarily Aboriginals and ex-offenders, training and employment. Over time Resource Recovery began to operate multiple community enterprises from its headquarters including a branch dedicated to consulting and coaching services (Ong, 2014; Resource Recovery, 2015).

This expansion enabled Resource Recovery's operation to include more landfills at Bulahdelah, Tea Gardens, Stroud (more recently) and through RRA, its new division at Gladstone, Queensland. Mentoring of personnel is conducted through involving staff in certificate programs that cover the fundamentals of how to operate the plant and its equipment while meeting all relevant health, safety and industrial compliance requirements. Responsibilities at the Tuncurry site widened over the years as it grew to encompass a Men's Shed, metalwork and furniture restoration zones, a bike repair centre, and a tip shop. Then in 2010, the New South Wales Department of Human Services funded development of 'The Green', a community gardens project. This zone comprises an area for regenerating the bush using permaculture principles, and includes an outdoor hub with a storage shed and woodfire oven for holding pizza parties and community workshops (Great Lakes Community Resources, 2014). Eventually the local council realised the need for drawing up a long-term, 25-year master plan to group all of Resource Recovery's burgeoning facilities into one large industrial park.

As the enterprise flourished, recognition for the success of Resource Recovery's business model spread outside the region. The company was bestowed with industry accolades from the 2011

Australasian local government Innovation in Waste Management to national Social Enterprise awards. Resource Recovery's reputation of best practice for its high recovery rate and adherence to the highest environmental standards led to significant national business inquiries to replicate their business model elsewhere.

Resource Recovery applied and received a \$530,000 National Innovation Grant from Westpac Foundation to broaden the scope of their work. These funds supported the organisation's initiatives in setting up waste management programs that are adapted to the unique, complex circumstances presented by new clients from other councils and Aboriginal land corporations. As mentioned, the organisation created another arm of the organisation, RRA, to furnish coaching and consulting services, dedicated to lending their expertise on areas of staff development, teaching and enacting strategic marketing to maximise industry partnerships. RRA subsequently secured industrial ecology contracts to take over not only existing waste management operations in Gladstone, Queensland, but also to oversee the additional two projects for the EPA in the north and south coasts of New South Wales. Through social procurement, RRA demonstrated how the company can embed smart environmental management systems to achieve social outcomes elsewhere (Newman, n.d.; Resource Recovery, 2015).

Social marketing

The parent body subscribes to the philosophy that the gauge of a community is how it treats disadvantaged people. Their home region boasts a population of approximately 36,000 people (Australian Bureau of Statistics, 2013; Great Lakes Council, 2014), particularly of Indigenous descent and the elderly. It has a high number of unemployed people compared to the rest of the state and country so the organisation sought out opportunities to target these groups, and established social enterprises as the means to harness the community's assets. It ascribes equally high value to the objects that the company rescues from landfill as the people who carry out their recycling and upcycling. Paying respect to workers, volunteers and their families

ostensibly translated into a mutually beneficial situation for the company and its personnel. Staff members who were ex-offenders or long-term unemployed generally turned their lives around becoming productive, inclusive members of Resource Recovery and society. Many gained qualifications in their positions with Resource Recovery due to the training and employment offered, and the numbers of positively impacted people grew in proportion to the increase in staff by over ten percent per year. Evidence further shows that acquiring skills from on-the-job training instils confidence, self-esteem and a sense of ownership for work undertaken that ensures high retention as well as a high rate of non-recidivism. Since inception, Resource Recovery also became the largest employer of Indigenous people in the region (Yousefpour et al., 2012).

Resource Recovery also maintains an important social bonding within its wider community. Since it is co-located with its community garden, staff socialise there with up to 90 volunteers on occasion. Partnerships were formed with social clubs, educational institutions and local businesses—mainly with Job Services Australia providers, TAFE, the local Council, and National Parks & Wildlife Service. The public is invited to attend weekly wellbeing workshops or register for horticulture or conservation and land management courses so people can re-direct their lives. An evaluation of The Green shows this space functions as a business incubator where people learn and showcase built structures, upcycle sculptures and sustainable landscapes (e.g., water harvesting and worm farms) that often leads them to jobs or seeds new enterprises (e.g., transform engines of washing machines into wind turbines). Resource Recovery allowed staff to join who were carrying out community service orders and even supported them at times with legal issues. This willingness to accept everyone coupled with the crossing of genders, cultures and ages in an informal setting made The Green a place to build social capital. It fostered a tremendous sense of respect and pride in what was accomplished, and documentation of these impressive results presented by management at forums or industry events allowed Resource Recovery to obtain opportunities to scale its operations farther afield by its affiliate, RRA (Hastings, 2013).

Commercial marketing

Resource Recovery worked in concert with industry partners such as the Community Recycling Network Australia and joined Social Procurement Australia to share their particular profit-for-purpose business model so other community recycling enterprises can change perceptions, turning waste into a valuable resource while encouraging social inclusion (Newman, n.d.).

Above all, the organisation exists to minimise waste by maximising resource recovery and to provide employment by running an economically viable business. Key to this success was their ability to recover 70 percent of disposed material using intensive upfront material separation to extend the capacity of landfills and expand industry jobs. The demand for RRA's fee-for-service consultancy was growing nationally due to its reputation in effectively saving money for councils and delivering positive social and environmental performance within different regional communities.

WORKVENTURES

Company description

Established over thirty-five years ago, WorkVentures' late founder was a community liaison officer for the New South Wales Department of Youth and Community Services who saw the dependence of charities on the government (Hetherington, 2008) and realised there was a lack of innovation in that model. He started Peninsula Exchange, a small Christian community development entity to alleviate the plight of homelessness and poverty (WorkVentures Ltd, 2014). An entrepreneurial champion, his idea was that partners in businesses could be social investors for social returns so he put in place routes to self-sufficiency under the principle that "disadvantage is best overcome by equipping people with skills and capabilities to sustain independent employment" (Hetherington, 2008, p. 10). Some of the organisation's initial businesses were more successful than others; the initial mission of helping disadvantaged people remains in force today except WorkVentures adapted to focus on 'social inclusion through technology'. Its offerings were honed on providing hardware training for employment

and digital technology career pathways since the successful introduction of a Compuskill program back in 1984 (WorkVentures Ltd, 2014). It was the first IT training course offered to surmount obstacles to employment. WorkVentures continues in this pursuit as a registered RTO, engaging with industries and communities to build the capacity to improve lives through teaching attendees new skills, providing access to technology, and contributing to the community by filling employment.

Their technical facility in Mascot, New South Wales is where computers and electrical equipment are refurbished or repaired, thereby extending the life of major IT infrastructure for utilities and corporations (WorkVentures Ltd, 2014). Free computer training and technical support is dispensed mostly to young job-seekers (WorkVentures Ltd, 2014). With the cooperation of government and corporate sponsors such as Westpac, WorkVenture's ConnectIT program also supplies second-hand computers to NGOs or low-income households lacking access to the Internet (Campbell et al., 2013).

Social marketing

In conjunction with Microsoft, WorkVentures previously was able to help refugees and migrants to resettle in Australia by mentoring them, teaching skills in computer literacy (Hetherington, 2008). They gained social and professional connections along with accreditation that was evidenced as being fundamental to enhance their future lives. Modes of teaching were flexible, delivered in both classroom and online formats. By 2014, 6,000 people took advantage of this practical program (WorkVentures Ltd, 2014). In a similar program, nearly 300 Indigenous people participated in iGetIT!—a partnership program funded initially by AMP Foundation and then the Department of Social Services. Training partners liaised with WorkVentures staff firstly, to give youth information technology instruction with optional accreditation in remote, regional and metropolitan areas; and secondly, the program helped to connect socially isolated community members (WorkVentures Ltd, 2014).

WorkVentures additionally oversaw the operation of ConnectIT community centres based in Airds, Macquarie Fields and Claymore in New South Wales (WorkVentures Ltd, 2014). It supported at risk families by enhancing their health, safety and personal development through a range of programs. In a related community initiative, the social enterprise wired a network of computers in public housing developments in Campbelltown (Wheadon, 2010), earning awards for forging important technical and social connections among people residing in high-rise units that were plagued by drug dealers and violence. Success in these endeavours is a testament to the company's philosophy of accepting all individuals, and sourcing 'street smart' staff and corporate volunteers that are able to relate to people within their own neighbourhoods (WorkVentures Ltd, 2014).

Commercial marketing

Their commercial success is due to WorkVentures' approach to invest the time to establish external relationships with companies and to hire internal mentors that can partner with trainees. WorkVentures partners with nearby TAFE and job-service agencies in order to help marginalised people learn IT skills and then attempts to find them jobs to obtain a foothold in the marketplace. WorkVentures capitalised on this position, with its founder seeding other social businesses such as JobFutures and Social Ventures Australia plus its core business is affiliated with other nonprofit organisations operating in the same sphere of technology to enable greater business outreach. Through its acclaimed Biz Academy, WorkVentures partners with businesses that are interested in mentoring youth in IT apprenticeships. Recognised for its outstanding accomplishments, WorkVentures won the 2005 Prime Minister's Small Business Award, and more recently, it was awarded an Australia and New Zealand Internet Award (ANZIA) (WorkVentures Ltd, 2014).